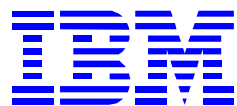




# Dynamic Workplaces at IBM

**Paul Cathcart**

**[pbcathca@us.ibm.com](mailto:pbcathca@us.ibm.com)**





# **Converging Forces Are Leading To The Change In How We Work**

- **Desire to reduce costs**
- **Large complex organizations need the advantages of small ones**
- **The most important contribution management can make in the 21st century is to insure the productivity of knowledge work and knowledge workers." Peter Drucker**
- **More mobile and global workers**



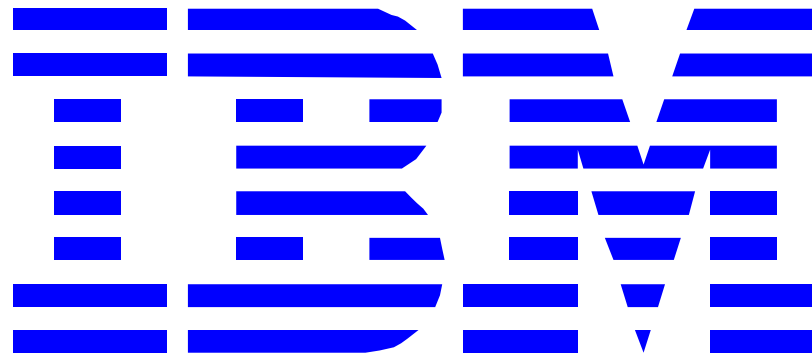
# IBM's annual report's "Seven shifts that will transform the future" set the stage for Dynamic Workplaces

## Enterprises will dismantle *industrial age* workplaces

Once, we shoehorned people into office complexes so they could be near the filing cabinets and each other. No longer. "The office" will be discarded in response to a changing workforce with radically different expectations, a marketplace that has no time for bureaucracy (or time zones), and technologies that make the traditional workplace an e-workplace. At IBM, we're not only studying this in our labs—we're also learning about it, and living it, in our e-business-enabled work lives.

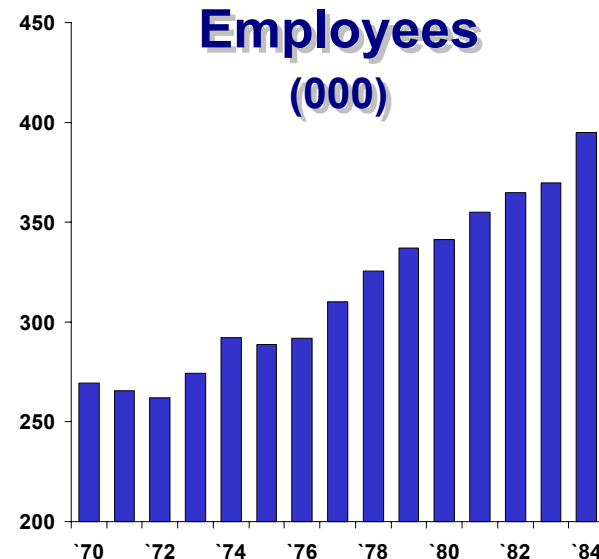
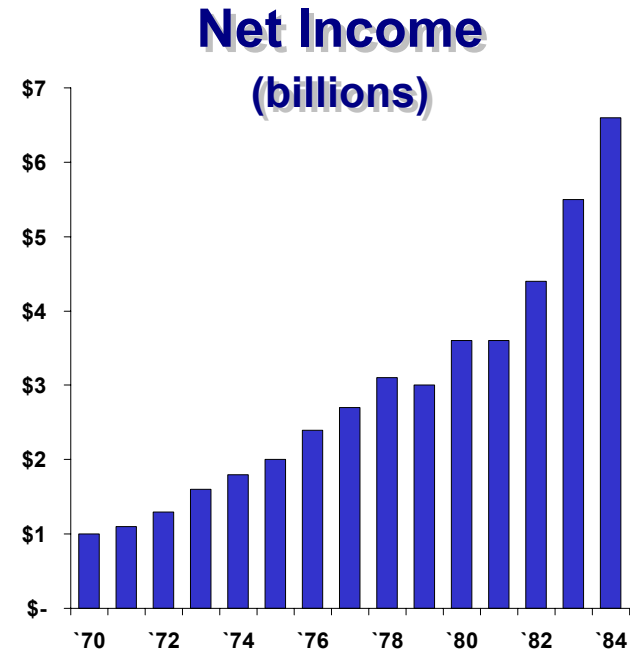
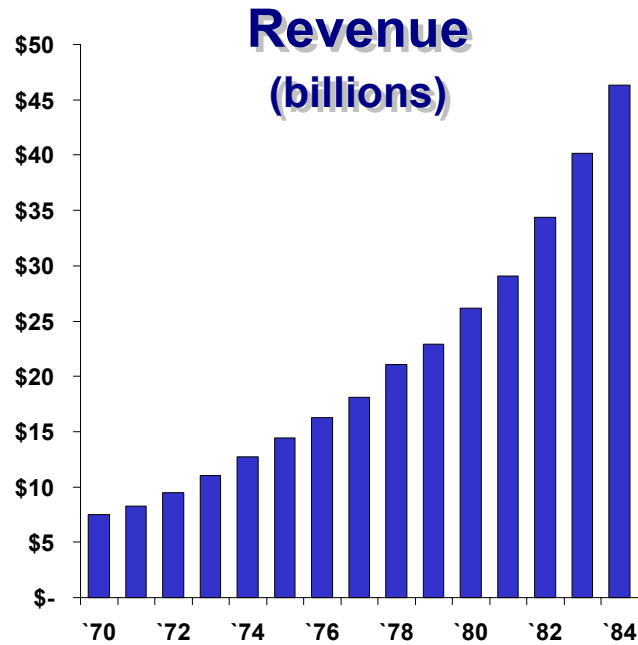
IBM 2001 Annual Report





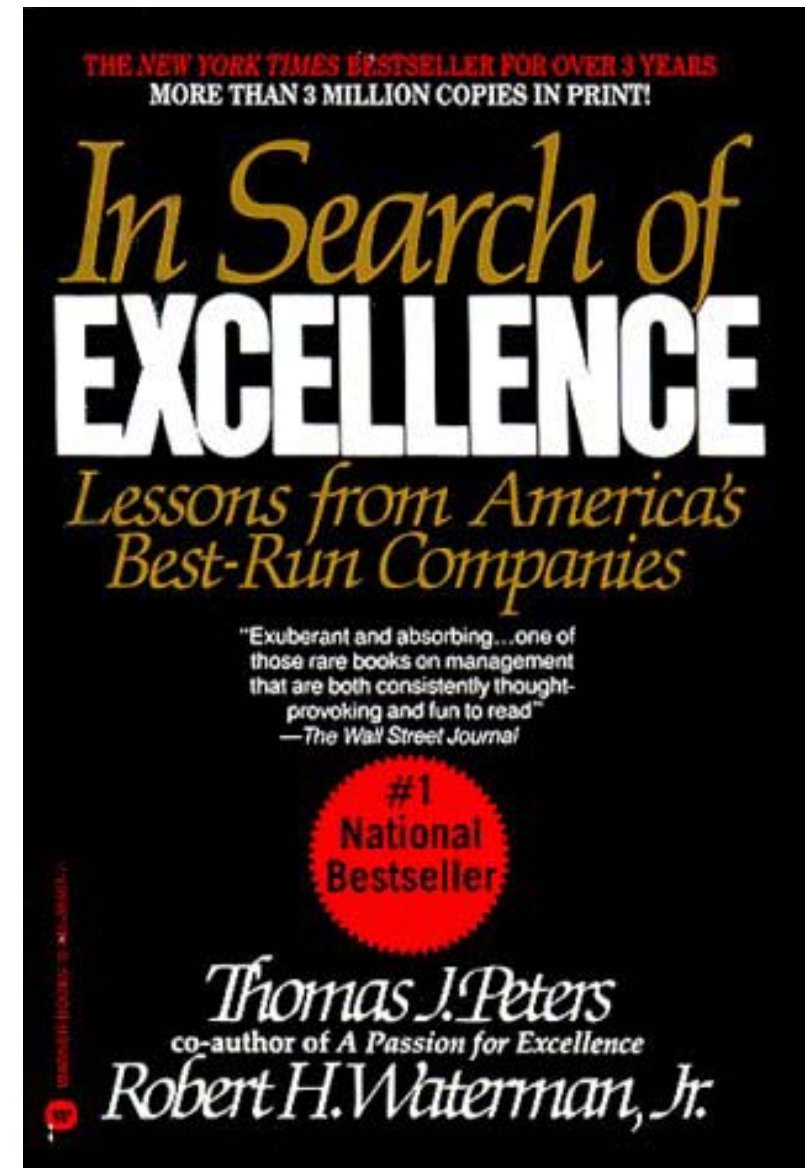


# The IBM record was stellar



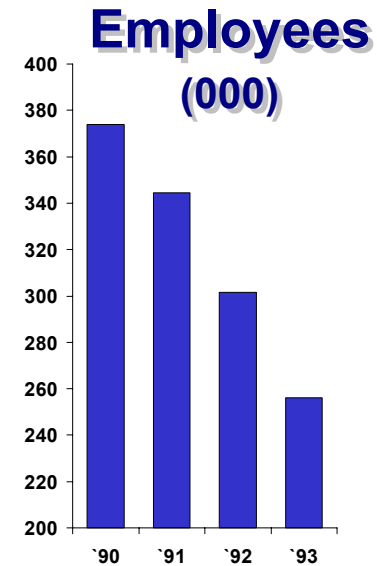
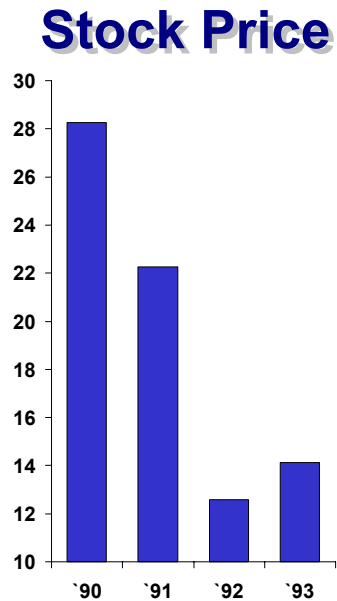
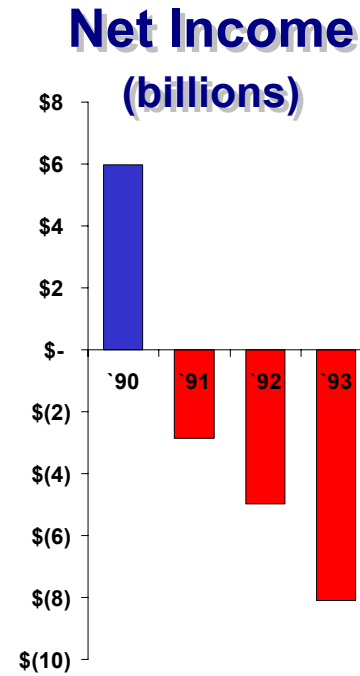
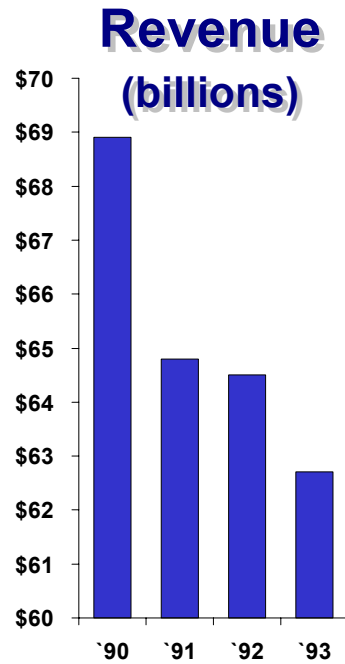


# IBM was the standard



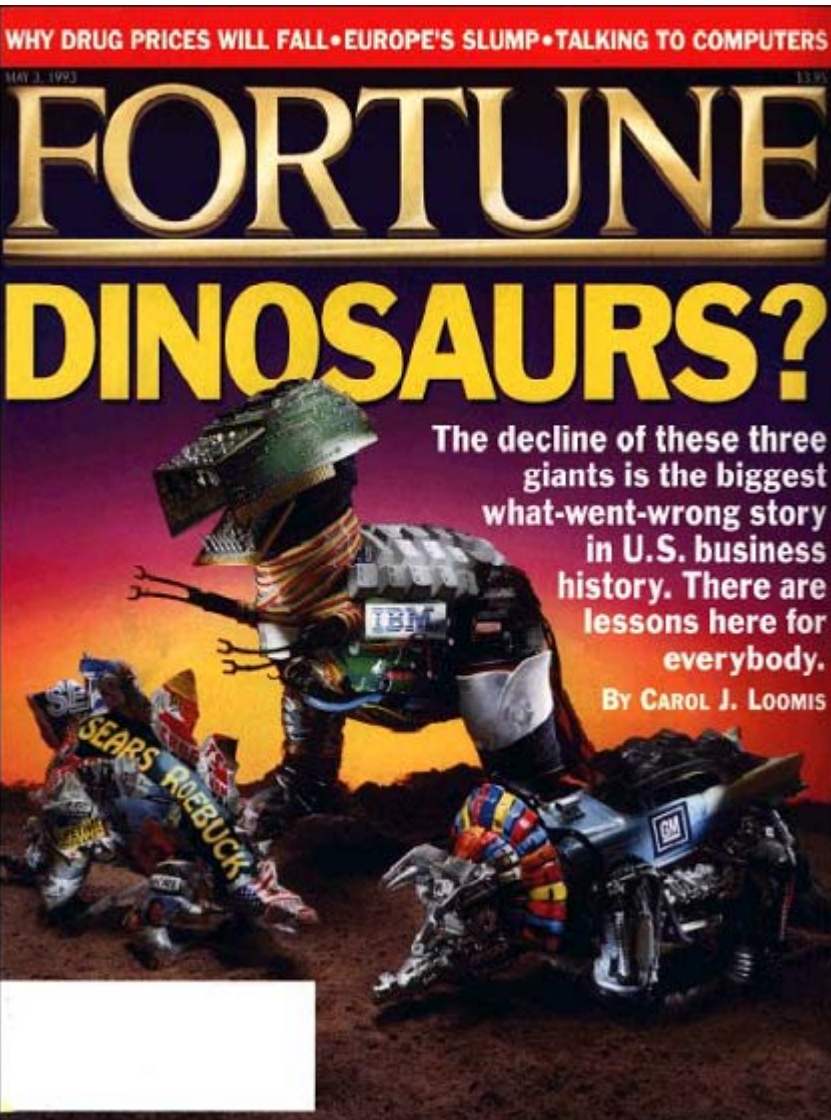


# The bottom fell out





# The eulogies began



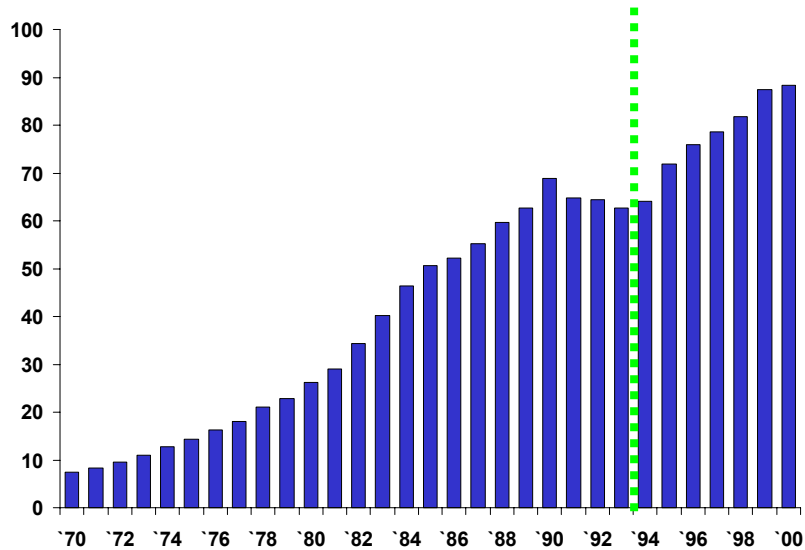
"The IBM Era Is Over ... what was once one of the world's more vaunted high-tech companies has been reduced to the role of a follower, frequently responding slowly and ineffectively to the major technological forces reshaping the industry."

—*The New York Times*, Dec. 16, 1992

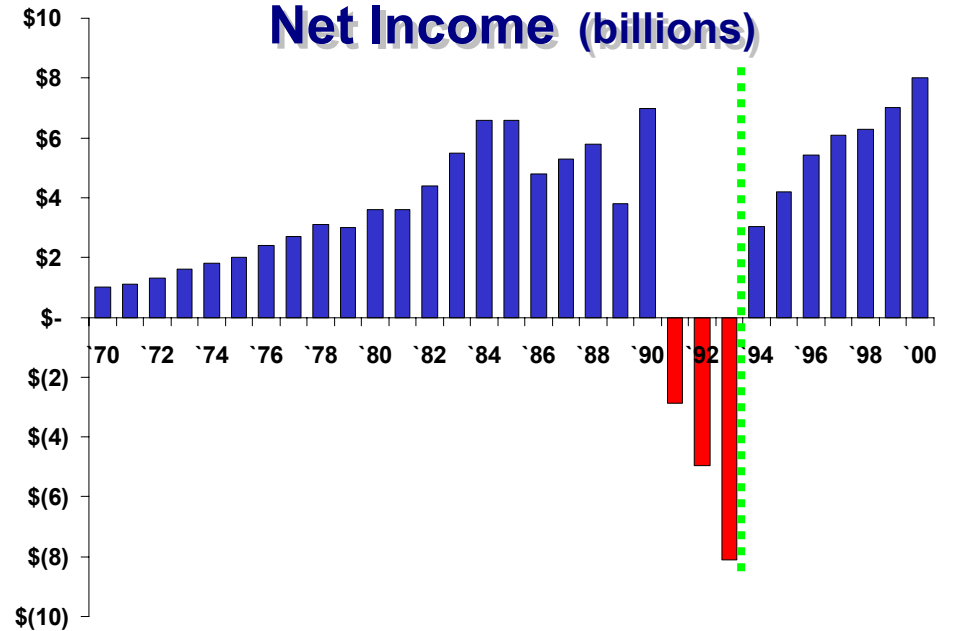


# The turnaround (still going)

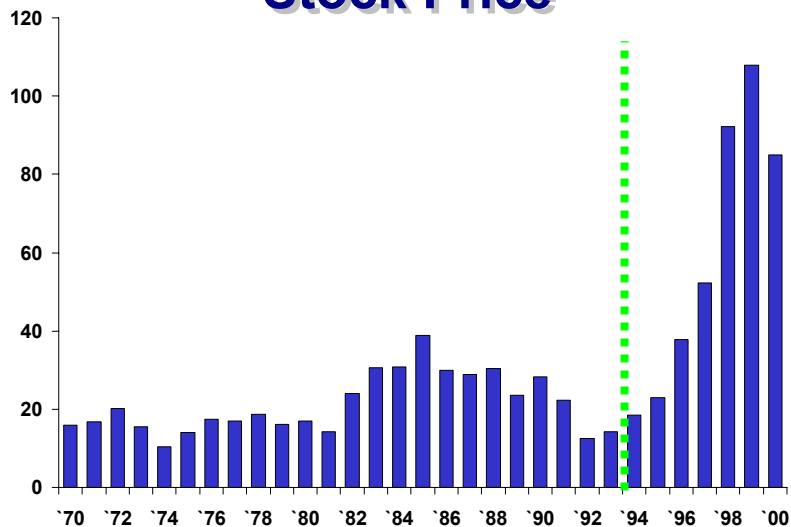
## Revenue (billions)



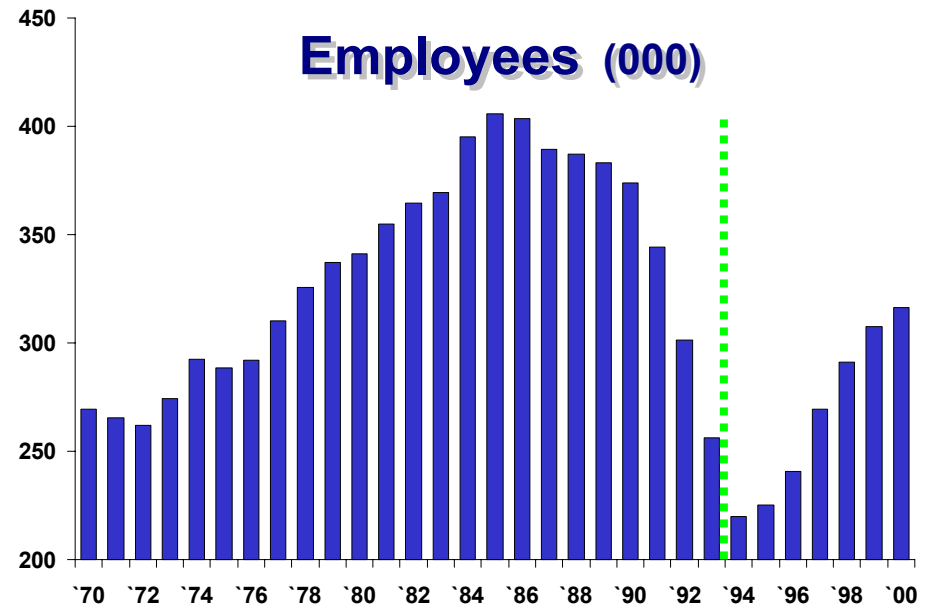
## Net Income (billions)



## Stock Price

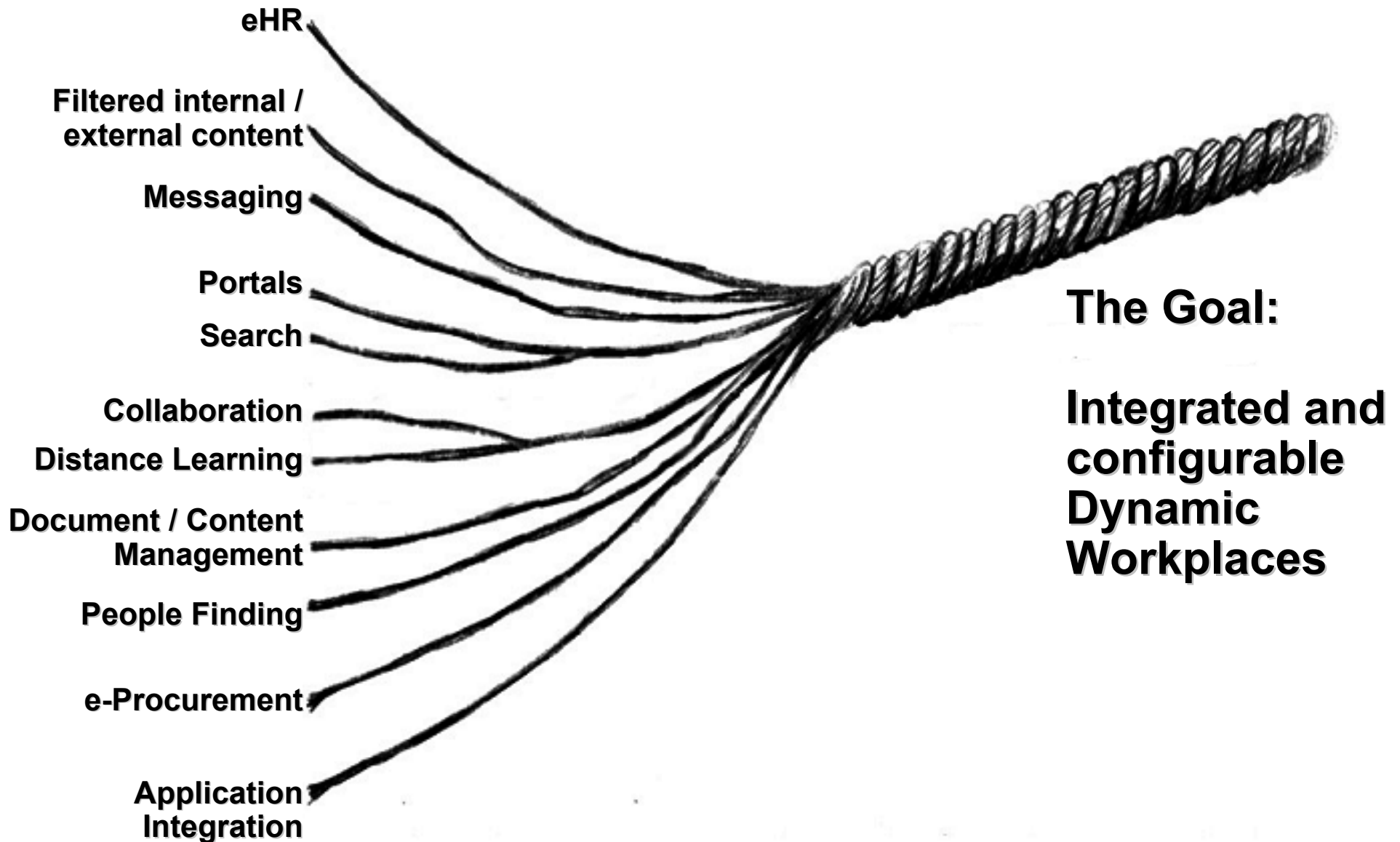


## Employees (000)





# The Dynamic Workplaces dilemma





# **Dynamic Workplaces definition**

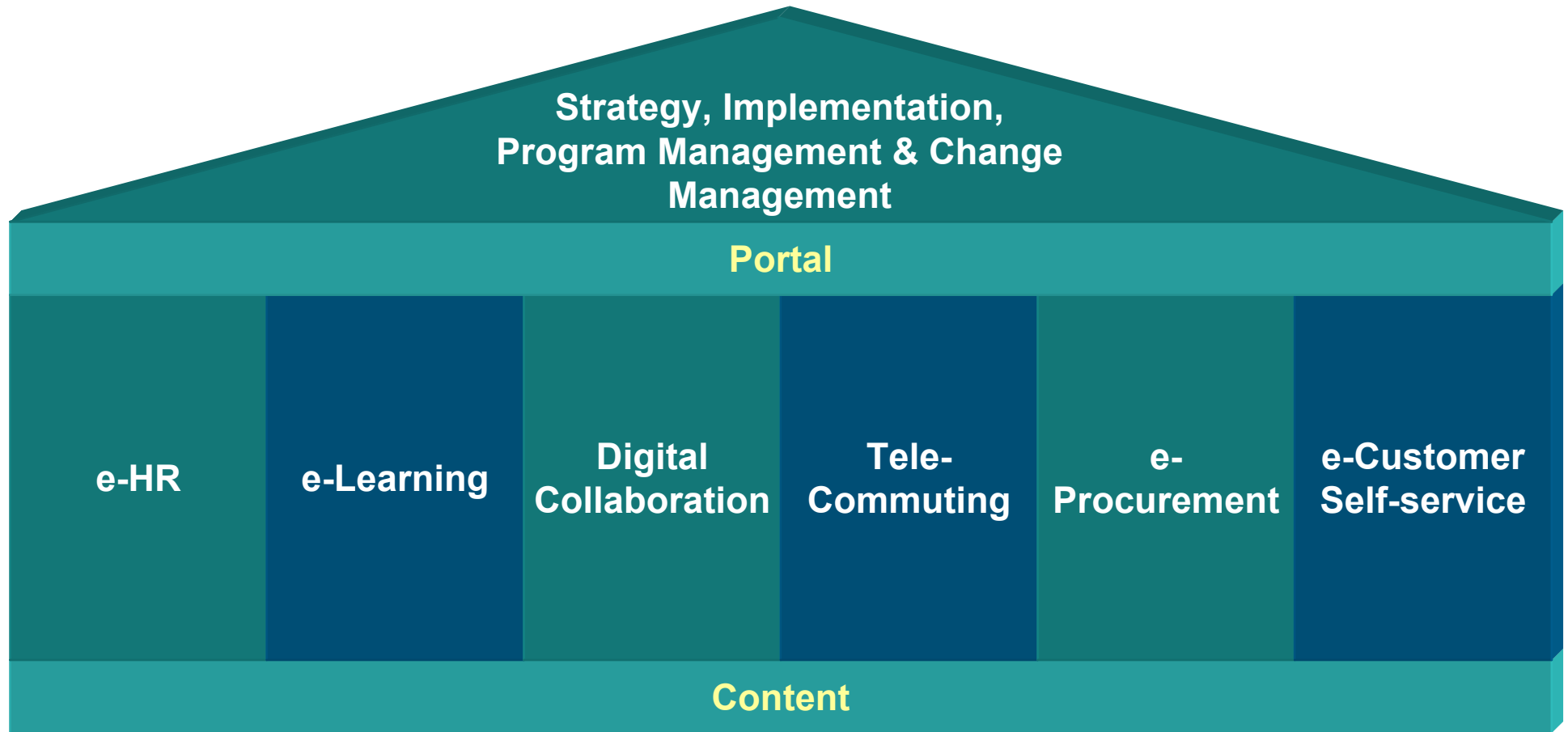
**The combined use of e-business technologies and related techniques to optimize the effectiveness and productivity of**

- **employee-to-employee,**
- **employee-to-business,**
- **employee-to-customer, and**
- **employee-to-supplier**

**relationships.**



# The Dynamic Workplaces is comprised of the following components





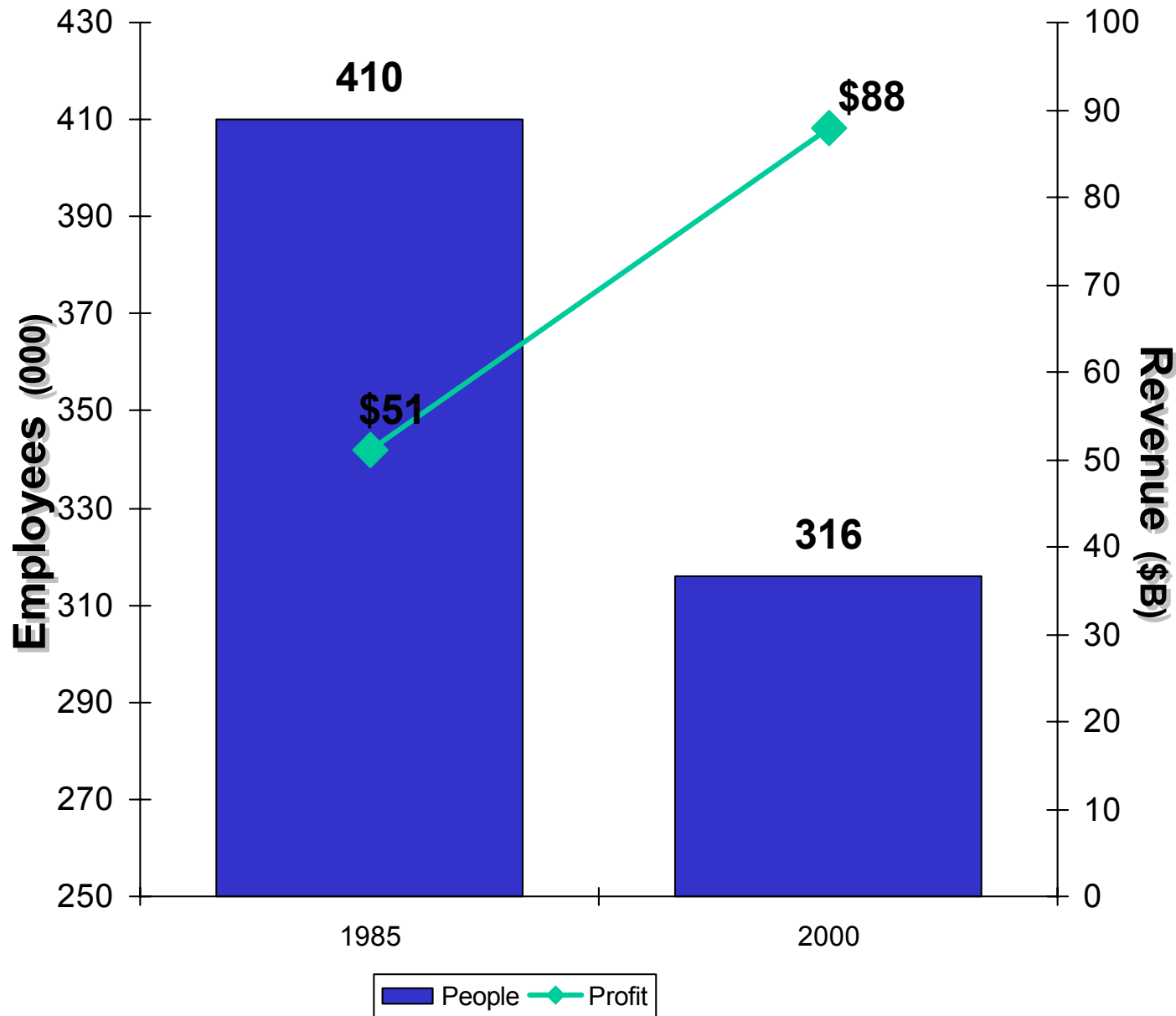
# The Roles Model

## From Sales People to Selling





# Our efforts have resulted in tremendous productivity increases





# IBM's procurement had to be addressed as a part of our transformation

## Organizational

- External spend growing in significance to bottom line financial performance.
- Decentralized and unable to effectively leverage spend.
- Procurement viewed as an ineffective administrative function (“order takers”).

## People

- Tended to be generalists lacking specific expertise/skills.
- Consumed with administrative task and tactically focused.
- End users dissatisfied with procurement resulting in high percentage of “escapes” (maverick buying).

## Process

- Inconsistent processes for each business unit/location
  - commodity definitions
  - suppliers and contracts
  - approvals.
- Lacking metrics to monitor and improve performance.
- Ineffective linkage between procurement and payables.
- Need for supplier collaboration

## Technology

- Lack of information about spend, supplier performance, key trends..
- A patchwork of legacy applications without integration and automation of processes.
- Need to eliminate paper from process to drive end-to-end electronic linkage.
- Need tools to support effective strategic sourcing processes.



# IBM's own Dynamic Workplaces™

## Content Management

## Corporate Messages

## Tailored News

## People

## Instant Messaging

## Expert Location

## e-Learning

## Mail & Calendar

## Business Apps

## e-HR

## Team Tools

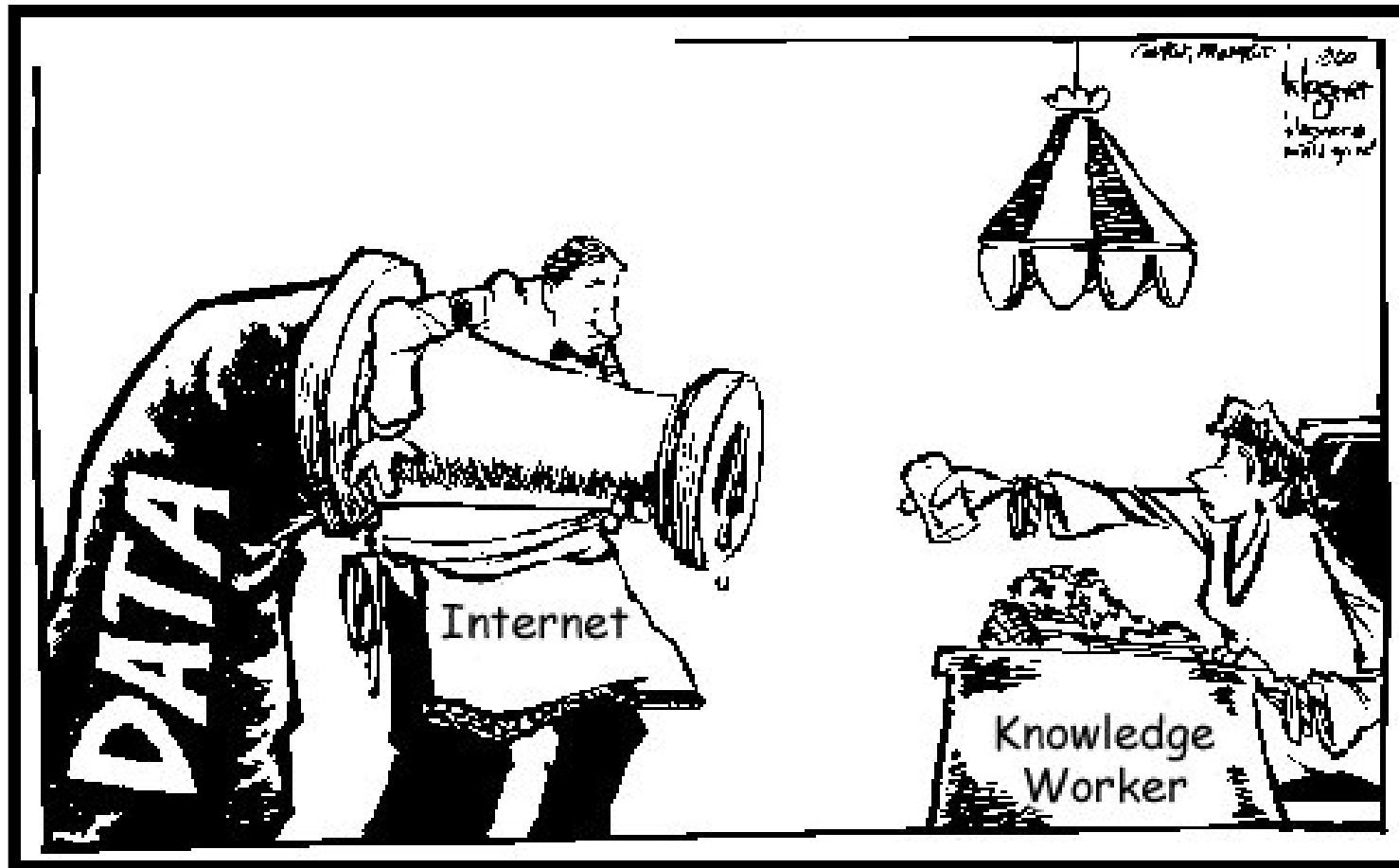
## Applications

The screenshot shows the IBM Dynamic Workplaces web application interface. The top navigation bar includes the IBM logo, a date/time stamp (April 10, 2001 - 1:30pm (White Plains)), and a welcome message for Sandesh Bhat with links for Homepage Settings, My Profile, and Log Out. The main content area is divided into several sections, each highlighted by a red box and labeled with a blue arrow:

- Tools, Apps & Links**: A sidebar menu containing links for Skills and Learning (Global Campus, Americas Procurement Guide), Team Tools (Sametime meetings, Sametime Connect, QuickPlace, Meeting Wizard, Audio/Video Conference, IBM Teamrooms), Human Resources (Contact and Phone list, Forms and apps, Manager services), Download Central (Test software, System Check, IBM Standard software installer, alphaWorks, developerWorks), and Travel and Expenses (EA2000, Expense Account Status, Online Travel Itinerary, Amex online statements, Travel website, Disbursements website, SiteServ, Hertz car rental reservations).
- BluePages**: A central section featuring a large image of a man and text about "great strategy-focused execution" and "ibm wins". It includes links for "know the business" (Transition to e-business: KM), "work with my team" (IBM teams for RubberNet win), and "apply the tools" (MyNews upgrades).
- Scorecard**: A section titled "IBM Stock (IBM)" showing a line graph and current stock price (97.75) with a change of +1.19. It also includes a table of stock prices for MSFT, CSCQ, CPQ, and DELL.
- Messaging & Calendar**: A section with a calendar for April 2001 and a list of tasks (To-do list, Read email, Send email, Notes Address book, My Documents).
- IBM Discussion Groups**: A section with links to various discussion groups (Hardware, Software, News and Articles) and Learning Resources (Global campus releases, new WebSphere courses).
- My Bluepages**: A section titled "My Team" listing team members with their contact information (Peter Rodriguez, Arunpratan Pandya, Anthony Insolia, Murali Narasimhadevara, Roy Lucchese, Jerry Lieberman, Vincent Pawlowski) and "My Customers" (Mike Boose).



# The content problem: Availability of vast amounts of web content



**Access  $\neq$  Knowledge**  
**Access = Access**



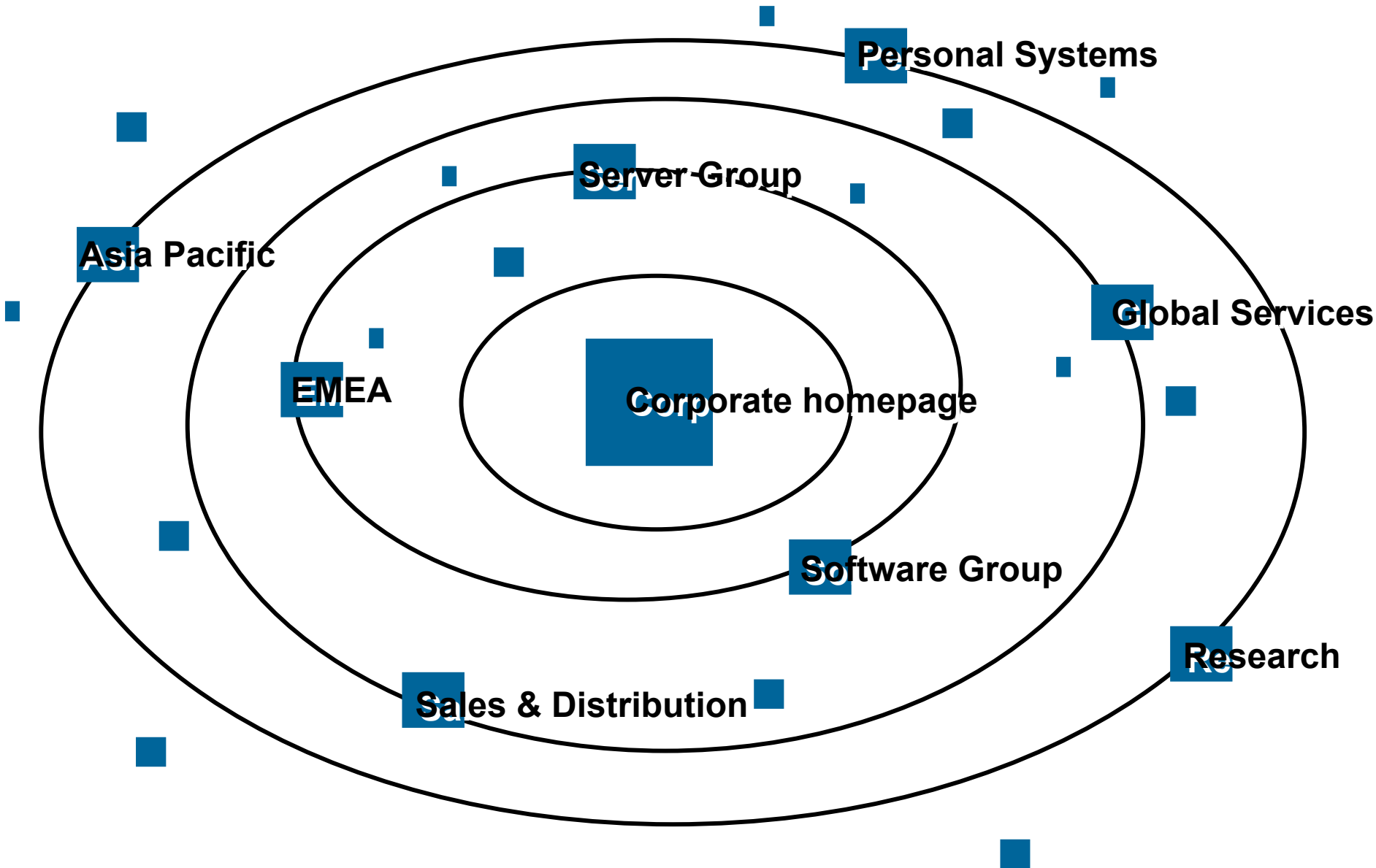
# IBM's Dynamic Workplaces Strategy

- ◆ **Render the complexity of the company irrelevant for employees**
  - More than 8,000 intranet sites
    - ➔ 680 "major" sites
  - More than 11 million Web pages
  - More than 5,600 domain names



# The Federation Model

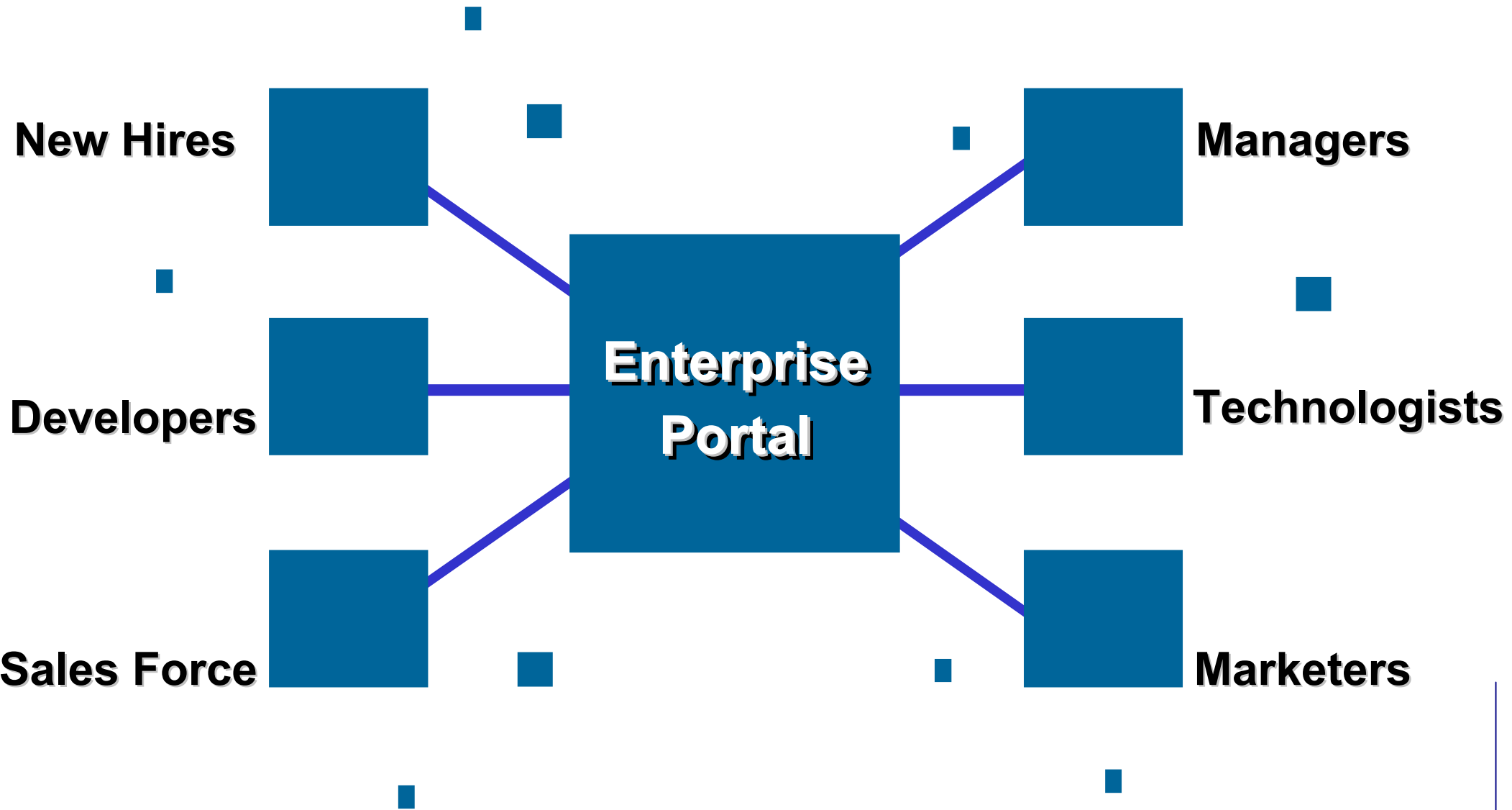
The org chart online





# The Audience Model

## From Web sites to Communities





# IBM's Dynamic Workplaces Strategy

- ◆ Render the complexity of the company irrelevant for employees
- ◆ **Bring the marketplace inside**
  - MyNews
  - Scorecard



## Today's News for Scott J. Smith

If you're not Scott J. Smith, please click [here](#).

20 June 2001

[ [MyNews en français](#) | [Text-only MyNews](#) ]

< [Mon](#) [Tue](#) [Wed](#) [Thu](#) [Fri](#)

IBM INTERNAL NEWS ([Archive](#))

670x642

No articles for today

670x642

INDUSTRY NEWS ([Archive](#))

### Internet Service Providers

- [360networks ends](#) buyout---Withdraws from acquiring Internet service provider (Toronto Star)
- [Easy Rider](#) (PC Computing)
- [PSINet Devolution](#) Continues (Newsbytes News Network)
- [Word Of](#) Conference Call Drops Excite Shares (Newsbytes News Network)
- [The Miami](#) Herald Chatroom Column (Knight Ridder Tribune Business News - KRTBN)
- [360networks Inc.](#) withdraws plan to acquire Internet service provider NetRail (The Canadian Press)
- [INTERNET: State](#) ISP likely to go solo first, look for partner later (Bangkok Post (Thailand))
- [Freeserve CEO](#): Trying To Make 'Broadband Britain' Dream A Reality (Broadband Networking News)

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Search MyNews



## Description

- ◆ Automated news feeds from numerous and varied news sources
- ◆ Allows individuals the option to choose from various "channels" of information, both w/in their respective organization and across industries / areas of specialization (300 channels)
- ◆ Company-wide authoring and publishing
- ◆ Personalization provided at the main page level as well as at the application level
- ◆ 173,000 subscriptions

## Benefits

- ◆ Enhances individuals' knowledge about their respective organization and about their industry or specialty area
- ◆ Delivers the information that the individual wants to see -- and nothing else
- ◆ Personalized content boosts individual productivity and efficiency and contributes to higher-quality decision making
- ◆ Enterprise license to news feed vs. department saved 50% on duplicative licenses (\$1M+ annually)





Welcome, Scott J. Smith

[Modify my profile](#) | [Sign out](#)

[BluePages](#)

[Search](#)

[HelpNow](#)

[Feedback](#)

Search BluePages

[GO](#)

June 20, 2001

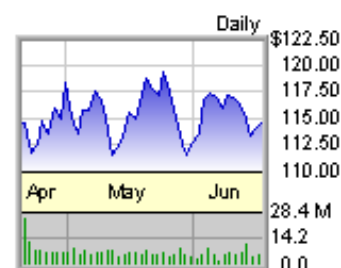
## Scorecard: IBM's Performance

[CLOSE](#)

Quoted at: 4:05 ET on Jun 19

**Last** 114.84  
**Change** + 0.57  
**Open** 117.00  
**High** 117.25  
**Low** 114.56  
**Vol (00s)** 61,536  
**52wk High** 134.94  
**52wk Low** 80.06

### 3 Month Chart



Main Competitors' stock prices (Quoted at: 04:05 EST on Jun 19)

Company	Last	Change	Vol (00s)	52wk Hi/Lows
Advanced Micro Devices Inc ( <a href="#">AMD</a> )	24.99	- 1.41	113,051	47.72 / 13.56
Cisco Systems Inc ( <a href="#">CSCO</a> )	16.63	+ 0.13	573,612	70.00 / 13.19
Compaq Computer Corp ( <a href="#">CPQ</a> )	13.60	- 0.15	107,599	35.00 / 14.14
Computer Associates Intl ( <a href="#">CA</a> )	32.44	+ 0.19	23,676	58.25 / 18.13
Computer Sciences Corp ( <a href="#">CSC</a> )	38.73	+ 0.51	10,111	85.88 / 28.99
Dell Computer Corp ( <a href="#">DELL</a> )	23.67	- 0.25	246,880	54.67 / 16.25
Electronic Data Systems ( <a href="#">EDS</a> )	61.35	+ 0.05	25,172	67.40 / 38.38
EMC Corp ( <a href="#">EMC</a> )	26.67	- 0.93	218,488	104.94 / 25.05
Gateway Inc ( <a href="#">GTW</a> )	15.31	+ 0.21	10,693	73.06 / 14.18
Hewlett-Packard Co ( <a href="#">HWP</a> )	26.00	- 0.71	58,065	68.09 / 25.00
Hitachi Ltd ( <a href="#">HIT</a> )	97.05	+ 1.31	444	146.25 / 73.55
Intel Corp ( <a href="#">INTC</a> )	26.67	- 0.88	604,454	75.81 / 22.25
Lucent Technologies Inc ( <a href="#">LU</a> )	5.50	- 0.19	278,193	62.86 / 5.50
Microsoft Corp ( <a href="#">MSFT</a> )	67.32	+ 0.44	317,345	82.88 / 40.31
Oracle Corp ( <a href="#">ORCL</a> )	16.76	+ 1.92	1,231,323	46.47 / 13.00
Peoplesoft Inc ( <a href="#">PSFT</a> )	40.62	+ 0.97	67,520	53.88 / 13.13
SAP AG ( <a href="#">SAP</a> )	34.93	+ 2.04	9,983	68.88 / 23.57

## know the business

[Ad campaign targets buyers](#)

Innovations

[IBM Annual Report](#)

[IBM Global Services](#)

[Info about Competitors](#)

[EXPAND](#)

## work with my team

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Research and financial services

[Using Persona](#)

[Innovation centers](#)

[e-meetings center](#)

[Instant Messaging](#)

[New Forums](#)

[EXPAND](#)

## apply the tools

["Going Wireless"](#)

New book helps customers

[Signature Selling Method](#)

[Professional development](#)

[e-business@IBM](#)

[The "How To" Library](#)

[IBM Travel Website](#)

[Standard Software](#)

[Installer](#)

[EXPAND](#)

## get personal

[You can make a difference](#)

and make the world a





# Performance Scorecard

## Overall Performance

This site features regular updates each quarter on IBM Global Services' performance, looking at financial, operational and strategic measures.

At the end of each quarter, we will provide a retrospective analysis of performance, including details by geography and line of business. During the intervening months, we will measure performance against a set of strategic and operational initiatives.

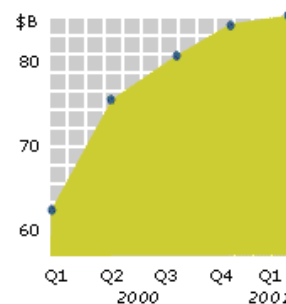
**Revenue** is stated in actual dollars. **Revenue growth** figures are stated in constant currency. **Signings** represent the total value of new services contracts. **Backlog** is the value of our contract portfolio. **e-Business Services Revenue** refers to discrete e-business services offering.

## Spotlight: Overall Performance

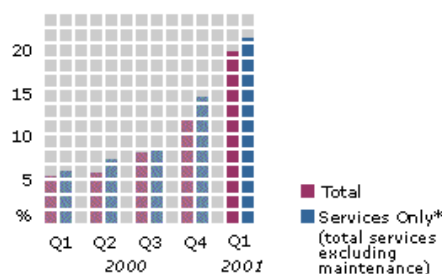
Revenue



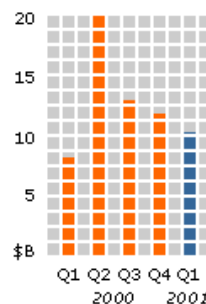
Backlog



Revenue Growth



Signings



### e-business Services (Revenue Growth)



### Scorecard Links

[Overall Performance](#)

[Geographies](#)

[Lines of Business](#)

[Quarterly Letters](#)

[Personal Scorecard](#)

### Other IBM Business Unit Scorecards

[Corporate Report](#)

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## Related Links

[Letter from Bob Moffat](#)[Personal & Printing Systems Group](#)

## Other Scorecards

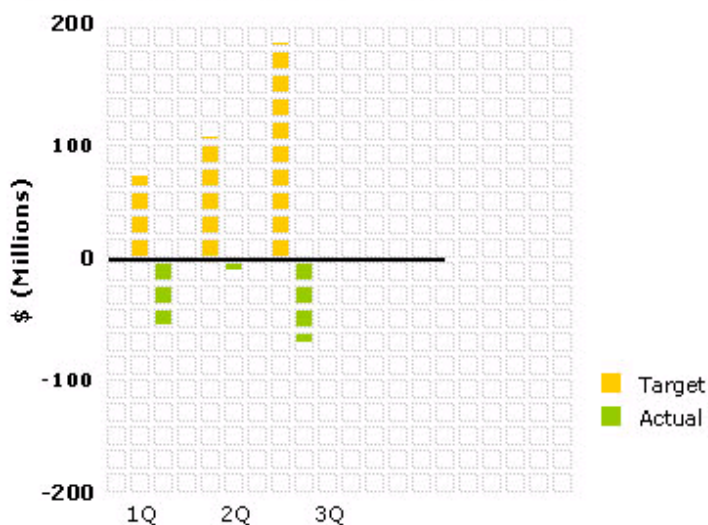
[Americas Sales & Distribution](#)[Asia-Pacific](#)[Europe, Middle East, Africa](#)[Global Sales & Distribution](#)[IBM Global Financing](#)[IBM Global Services](#)[Personal & Printing Systems Group](#)[Research](#)[Server Group](#)[Software Group](#)[Storage Systems Group](#)[Technology Group](#)

October 23, 2001

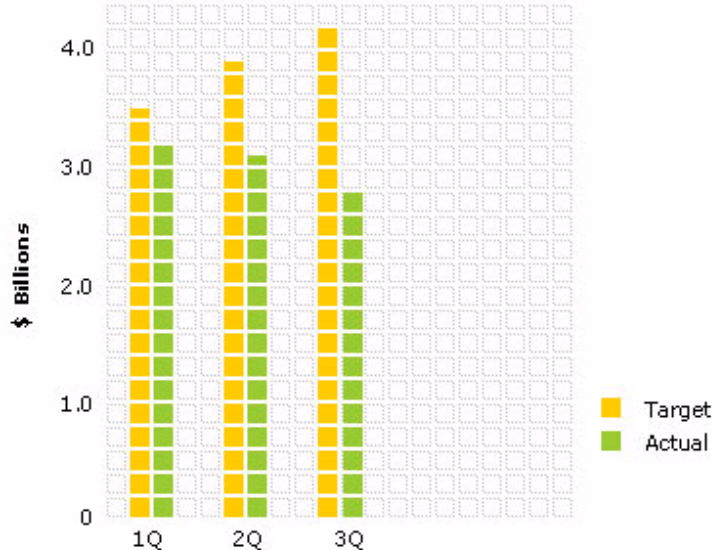
## Scorecard 3Q01

## Personal &amp; Printing Systems Group

P&amp;PSG -- 2001 pre-tax earnings, by quarter



P&amp;PSG -- 2001 revenue, by quarter



## Personal &amp; Printing Systems Group Metrics

[PPSG Scorecard](#)[Market Share](#)[Customer Satisfaction](#)[Personal Computing](#)[Division Scorecard](#)

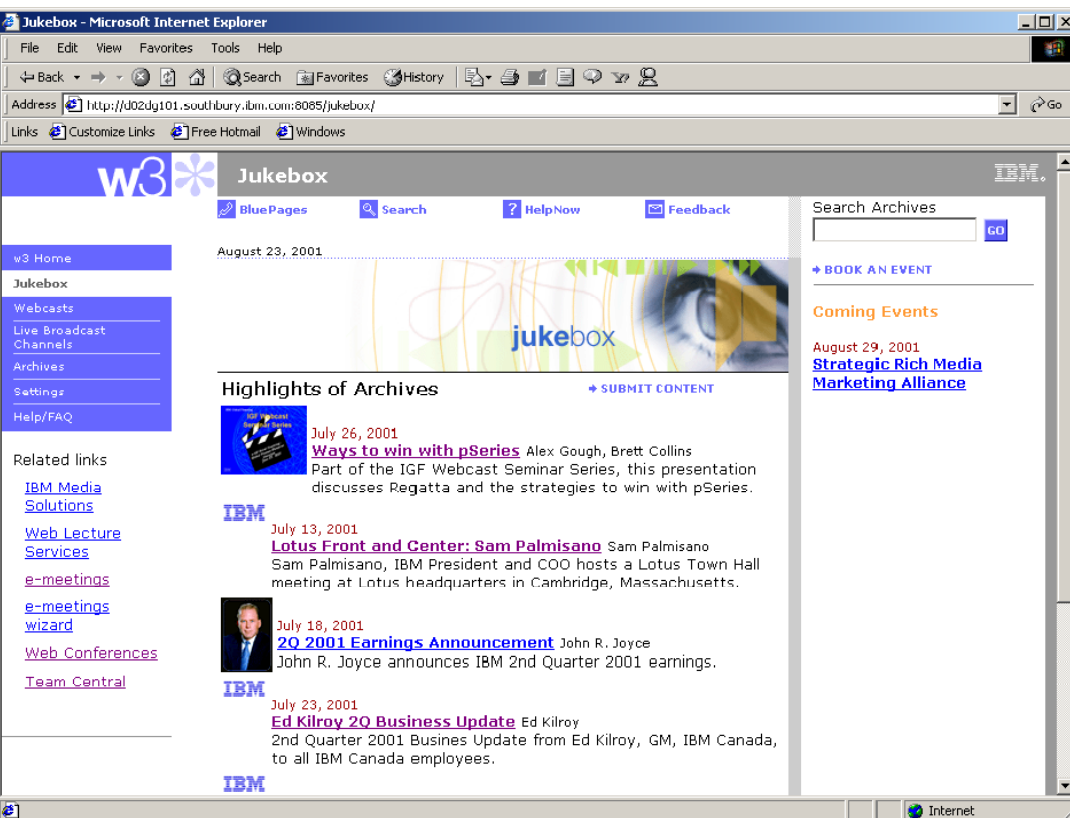


# IBM's Dynamic Workplaces Strategy

- ◆ Render the complexity of the company irrelevant for employees
- ◆ Bring the marketplace inside
- ◆ **Equip employees for the journey**
  - Media Jukebox
  - Instant Messaging
  - e-meetings
  - e-learning
  - How To



# Media Jukebox



## Description


- ◆ Experience audio/video live or access “after the fact” via playback service
- ◆ Online presentation authoring and publishing




## Benefits

- ◆ Enhanced employee efficiency and knowledge sharing/distribution
- ◆ Provides real-time access to knowledge anytime, anywhere
- ◆ Eliminates unnecessary event related travel, lodging and coordination/preparation costs



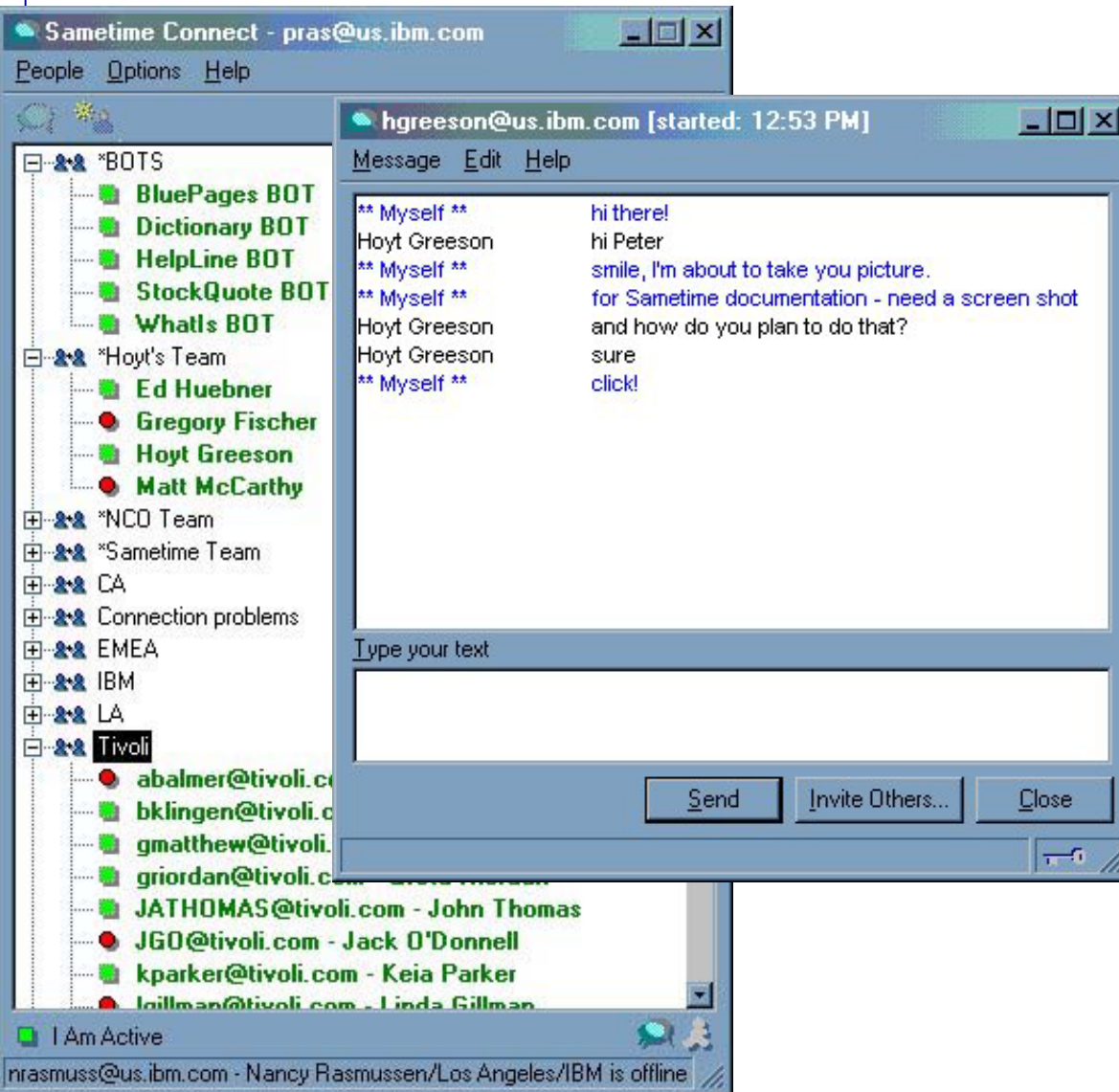
# Media Jukebox

Jukebox - Lotus Front and Center...  
w3 IBM  
**Jukebox Archives**  
  
Playing 06:50 / 57:18  
2001-07-13  
**Lotus Front and Center: Sam Palmisano**  
*Sam Palmisano*  
Sam Palmisano, IBM President and COO hosts a Lotus Town Hall meeting at Lotus headquarters in Cambridge, Massachusetts.  
CLOSE WINDOW

IBM Jukebox Presentation - Microsoft Internet Explorer  
w3  
**Investor Relations Webcast**  
CLOSE WINDOW  
PREVIOUS Chart 1 NEXT  
July 18, 2001  
**IBM 2nd Quarter 2001 Earnings Announcement**  
*with John R. Joyce, Senior Vice President and Chief Financial Officer*  
Join John Joyce in the replay of IBM's second quarter earnings announcement.  
  
The audio will begin playing after buffering for about 30 seconds  
download  
  
IBM 2Q 2001  
Earnings Presentation  
July 2001  




# Instant Messaging



## Description

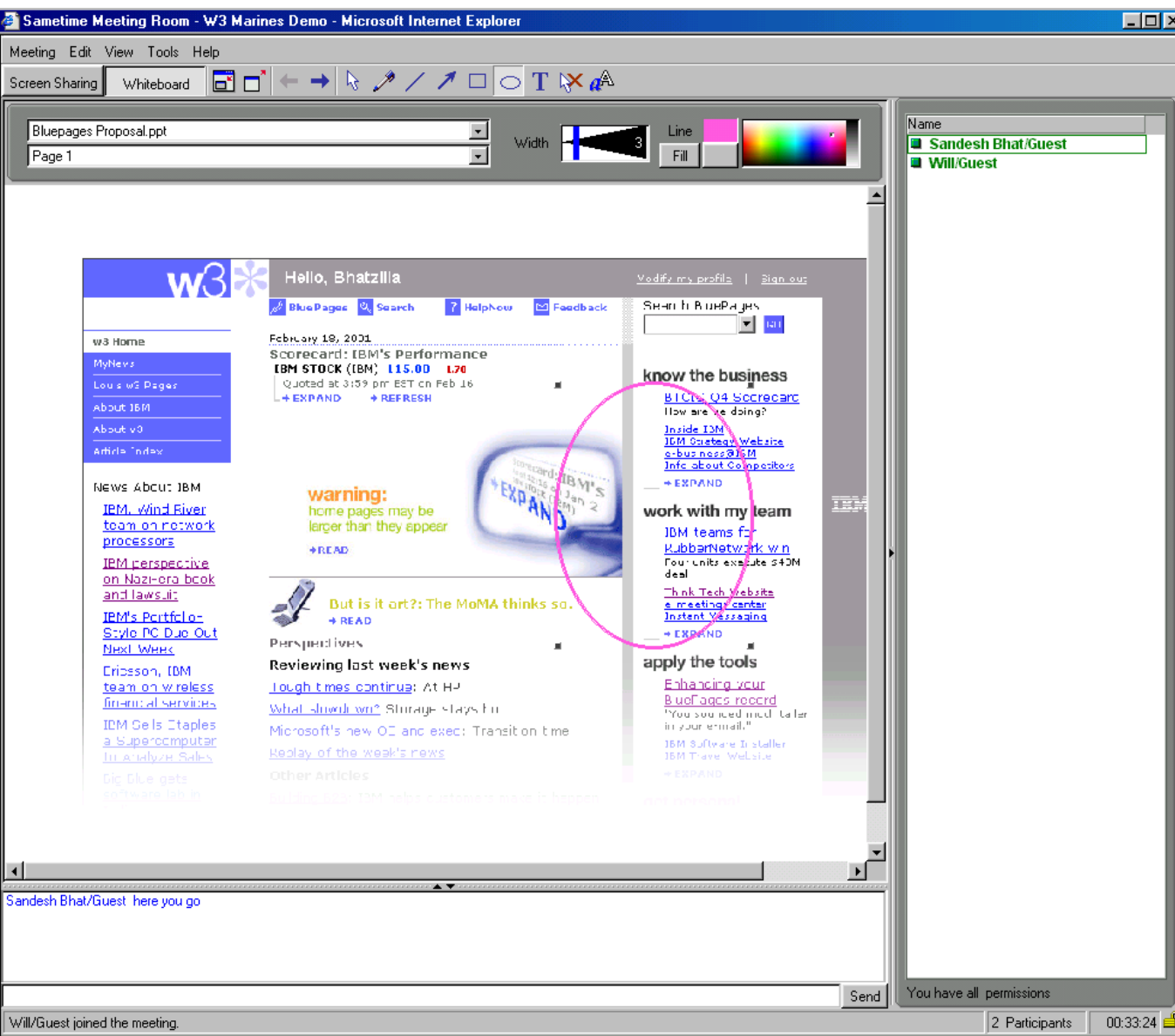
- ◆ Consists of 3 basic components:
  - The list of 'who is online' and available to talk,
  - An initial contact message
  - The ongoing conversation.
- ◆ Displays a rather extensive list of groups and people currently online.
- ◆ 225,000 Registered Chat users
- ◆ >1 Million Chat messages each day
- ◆ Lotus Sametime Connect 1.5.5.

## Benefits

- ◆ Productive and more efficient collaboration. Whether you send a quick questions to your co-worker who sits down the hall, or in another time zone, or conduct worldwide team conference chats, Sametime saves time and money.



# e-meetings - enabling real-time collaboration



## Description

- ◆ 65,000 Registered e-meetings users
- ◆ 47,000 person-hours in e-meetings each month
- ◆ 6.34 average attendees/meeting
- ◆ 1.86 hours is average length of meetings
- ◆ Within and outside company

## Benefits

- ◆ Saves travel costs, meeting coordination / setup costs, and productive work time
- ◆ Helps plan and orchestrate meetings
- ◆ Provides convenience for meeting attendees.
- ◆ Opportunity cost to hold global meetings.



# Global Learning Portal



## Description

- ◆ Web portal to learning environment
- ◆ Enables use of video, audio, and multimedia technologies to enhance learning experience
- ◆ Integrated course catalog browse, search, and select functions for over 38,000 learning 'events'
- ◆ Course completion tracking to track employee skill development progress

## Benefits

- ◆ More than 200,000 employees have received education and training online
- ◆ Just-in-time learning for employees who don't have time to sit in a classroom
- ◆ Over \$350M in annual savings with an increase in learner satisfaction and courses delivered
- ◆ 40% of training via Web



# eHR - You and IBM

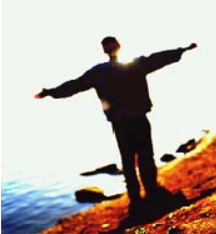
w3

You and IBM - United States

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### Watson Scholarships expand horizons

Children of IBMers start in the direction of their dreams thanks to a special scholarship program.

[➔ READ](#)



### Talking About Diversity

Who really benefits? Good question. Who does benefit from IBM's commitment to diversity? The short answer is everyone -- each of us individually and the company as a whole.

[➔ READ](#)

### Other Articles

[Let's better connect:](#) And influence IBM's future  
[Good health:](#) The basis for all you do  
[One-stop service:](#) ESC  
[IBM takes girls to summer camp:](#) 600 sixth and seventh graders get technical  
[New attitudes, different approaches:](#) Global Pulse Survey  
[Make a difference:](#) And the world will be a better place

### Your Money

Money Matters. Learn all you can about how to make it, grow it, and protect it at IBM. Find out about base pay, variable pay, commissions, pension plans, insurance, stock ownership, IBM 401K - TDSP and other offerings in [Your Money](#).

[➔ GO](#)

### Your Health

Your good health is important. IBM helps pay for exercise classes and other wellness programs. Plus, medical, dental, and vision bills, for you and your family. Check out [Your Health](#) for a complete picture.

[➔ GO](#)

### Your Life

Adopting a child? Buying a house? Paying for college? Contributing to charity? IBM helps you do all that and more. Find out in [Your Life](#).

[➔ GO](#)


### Your Career

To help chart your career course, IBM provides some great tools. Check out [Your Career](#) and get ready to chart your own course.

[➔ GO](#)

are you looking for  
manager services?

?



## Description

- ◆ Complete access to Financial, Health, Benefits, Life, Career, Expense applications
- ◆ Direct linkage to many of the Financial Services providers
- ◆ Dedicated call center support

## Benefits

- ◆ Increased customer satisfaction from 40% to 90%
- ◆ Moved our ratio of Employees to HR staff to a best of breed – significant cost savings in the ratio

32

IBM Global Services

Document #



# Transforming Human Resources



## HR Support

- ◆ Personnel records
- ◆ Compensation
- ◆ Benefits/retirement
- ◆ Employment / recruitment
- ◆ Opinion survey
- ◆ Executive resources

## HR Service Center

- ◆ Subject matter experts
- ◆ Advice and counsel
- ◆ Management support

## e-care for employees

- ◆ 24/7 self-service info, tools, education

	1992	2000	%
# HR operations centers	38	1	-97%
# Key US applications	168	76	-55%
# HR data source files	21	1	-95%
HR US head count	3,400	1,400	-59%
US Ratio HR/employees	1:61	1:108	+64%



**“Expense Account 2000” - expense tracking, submission and credit card payments.**

## Expense Account 2000

[illegible]

## Description

- ◆ Allows expenses to be directed to a particular charge code or defaulted to user's department code
- ◆ Copies supervisor for approval step
- ◆ Enables automated matching against corporate credit card expenses
- ◆ Enables automated payment of individual's corporate credit card

## Benefits

- ◆ Significantly reduced paperwork and expense coordination
- ◆ Enhanced efficiency of the expensed process
- ◆ Reduced operations costs



# Transformation of Finance

	1994	2000
Finance data centers	67	8
Key applications	145	61
Accounting close (days)	18	7
E/R	3.2%	1.5%
Full-time employees	14K	10K



Still stumped?  
[Submit your suggestions](#)  
for future  
"how to"  
articles.

[Article Index](#) > [Feature](#) >

## How To

# The Index of How

A listing of "how to" articles



**For quite a while now**, w3 has been publishing articles designed to provide IBMers with some good instructions and tips about working here — and about working in general. Here is an index of those articles, how to's on topics that range from speaking in public to conducting an e-meeting.

### PROFESSIONAL ADVICE

Articles to help bolster your own job performance

[Assess yourself](#)  
[Jump-start your job](#)  
[Leadership skills](#)  
[Learn](#)  
[Learn online](#)  
[Manage your boss](#)  
[Manage your e-mail](#)  
[Manage your time](#)  
[Negotiate](#)  
[Secure your desktop](#)  
[Set up a stress-free work space](#)  
[Speak in public](#)  
[Travel right](#)  
[Work late](#)

### TEAM INFO

Ways to work better as a team

[Jam: problem solving](#)  
[Lead a team](#)  
[Manage knowledge](#)  
[Meet: e-meetings](#)  
[Meet: face-to-face](#)  
[Meet: video conferences](#)  
[Mentor](#)

### TOOLS TO NAVIGATE IBM

How to use tools that help you with the processes at IBM

[Cut through bureaucracy](#)  
[IBM stock: employee stock purchase program](#)  
[Map of IBM](#)  
[Persona: adding it to your Bluepages entry](#)



# IBM's Dynamic Workplaces Strategy

- ◆ Render the complexity of the company irrelevant for employees
- ◆ Bring the marketplace inside
- ◆ Equip employees for the journey
- ◆ **Tap into the company's collective knowledge**
  - BluePages/Persona
  - WorldJam



# "BluePages" Worldwide Enterprise Directory

## Corporate e-Directory

## Employee Record

Search on:	Search for:	Directory:
Name		ALL

Same Manager

Report-To Chain

Persona Page

DIRECTORY RECORD		PHONES	
Name:	Rodriguez, Peter	Ext. Phone:	1-415-545-4593
Employee Type:	Regular	Tie Line:	473-4593
Is Manager:	N	Fax Number:	1-415-545-4593
E-mail Address:	Peter.Rodriguez/Mountain View/IBM@IBMUS	Fax Tie Line:	473-4593
Job Responsibility:	Chief Architect, W3 Technology and Architecture	Information Phone:	Poet connected
Internet Address:	peterr@us.ibm.com	Pager Number:	1-800-946-4646
Notes Mail:	Peter.Rodriguez/Mountain View/IBM@IBMUS	Pager ID:	1473525
Manager:	Bhat, Sandesh A.	Pager Type:	A
Business Address:	425 MARKET STREET SAN FRANCISCO, CA 94105		

## Description

- ◆ One universal directory leveraged by a large population and numerous business applications
- ◆ Supports end-user and application directory search and authentication; provides multiple fields as search criteria and wildcard searches
- ◆ Scalable and extremely high availability solution
- ◆ 50+ applications can access directory data through various interfaces; end users through the intranet (helps optimize IT infrastructure)

## Benefits

- ◆ Service 1 million+ hits per day; peak 8000+ per minute
- ◆ Utilized by 400,000+ users globally
- ◆ Maintains a single Worldwide Enterprise Directory eliminating individual directory tools by person or application
- ◆ Provides a single authentication profile
- ◆ Saves IBM 400,000+ productive hours annually
- ◆ Estimated savings to IBM is conservatively \$10 million annually



w3 Home

BluePages  
HomeBluePages  
Enhancements  
BluePages Help  
text\_only  
version

## Picture



## DIRECTORY RECORD

Name:	Erdmenger, Joerg
E-mail	Joerg
Address:	Erdmenger/Germany/IBM@IBMDE
Ext. Phone:	49-7031-16-0 x3677
Tie Line:	120-3677
Job Responsibility:	Dipl. Ing., Technische Informatik

**Note:** denotes information that is user-supplied, and therefore not secure.

## Projects

## \* Tivoli Data Protection for R/3 \*

1999/01/01 - now

skills: C/C++, OO, Oracle, RMAN, SAP R/3 Admin, Data Protection,  
Backup concepts, Networking, Storage,  
AIX, Win32, HP-UX, Tru64, Solaris, Linux

## \* Clinical Management System - Prototype for Fresenius \*

1997/08/01 - 1997/10/31

skills: Java, San Francisco Framework, DB2, OO Patterns  
GUI, TCP/IP, client - server

## \* Zeus for Java ( Prototype ) \*

1997/05/01 - 1997/07/31

skills: Java, DB2, OO Patterns, GUI

## \* Admira V2.0 \*

1997/01/26 - 1997/04/30

skills: Java, DB2, TCP/IP, client - server  
digital media, Windows NT 4.0 (clients),  
AIX 4.2 (server), ADSM

## \* Daimler Benz / DEWE - Digital Media Archive - Prototype \*

1996/08/01 - 1996/10/25

skills: HTML, TCP/IP, client - server,  
digital media, Windows NT 4.0 (server / clients)



# worldjam

OCTOBER 30 > NOVEMBER 1, 2000

2 Days

25 Topics

400,000 People

1 Company

IBM

worldjam

w3



◆ **72 Hours**

◆ **10 topics**

- Work/Life Balance
- Building relationships with new I/T decision makers
- Leading customers to new ideas and solutions
- Unearthing new opportunities
- Making decisions with few facts
- Staying connected to IBM as a mobile worker
- Integrating IBM
- Championing a not-favored idea or venture
- Using speed to enhance quality
- Retaining employees



w3 Home

World Jam Coda

Discussion Forums

Great Ideas

Thinking Tools

About World Jam  
CodaWorld Jam Coda  
Help

## 10 Great Ideas

ready, set, go!

presenting the current top-voted **ideas** in each of the **10** forums

World Jam participants have cast their vote for the leading ideas or solutions in each of the forums. Go ahead, read the summaries and then take a closer look at the comments voted into "10 Great Ideas." Perhaps you'll find one that fits your needs or helps solve a problem.

Coming soon: complete forum vote results.

ideas by forum number:



## new relationships, new ideas

## 1 Forum 1. It's not just the CIO anymore.

idea

Peer to peer. Use the IBM counterpart to your line-of-business customer to help make sales calls, set up seminars and forums, and open doors.

[Read the original comment and idea.](#)

Idea Vote Count

Ready Now: 36

Almost Ready: 8

## 2 Forum 2. Thought-leading your customers.

idea

Do the demo: We've already built brief demos of concepts like mobile trading, etc., to show off skills to a specific customer or broader industry idea.

[Read the original comment and idea.](#)

Idea Vote Count

Ready Now: 47

Almost Ready: 16

## traveling without a map

## 3 Forum 3. Unearthing hidden opportunities.

idea

Unearthing embryonic opportunities begins with a platform or workspace that fosters innovation, where brainstorming and idea flows are part of the daily fabric of the environment.

[Read the original comment and idea.](#)

Idea Vote Count

Ready Now: 27

Almost Ready: 11

## 4 Forum 4. Planning without precedents.

idea

Do a SWOT: Strengths, weaknesses, opportunities and threats analysis on your personal plan and factor in your strategic plan. The net result: a deductive and intuitive sensitivity

[Read the original comment and idea.](#)

Idea Vote Count

Ready Now: 22

Almost Ready: 15

## managing an e-worklife

## 5 Forum 5. Supplying the glue.

idea

Developing a critical mass of users is key.

[Read the original comment and idea.](#)

Idea Vote Count

Ready Now: 30

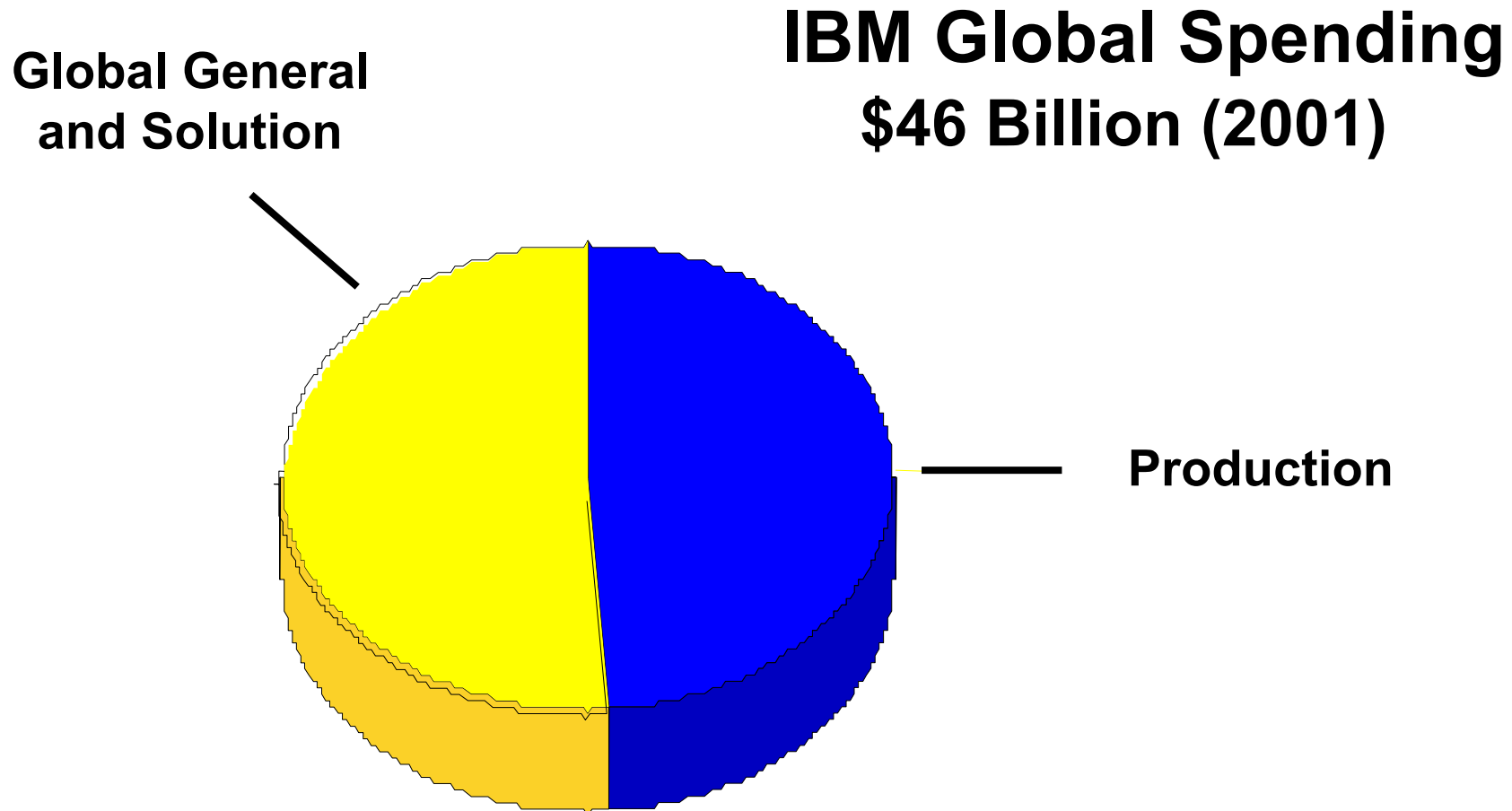
Almost Ready: 27



- ◆ **52,595 employees**
- ◆ **More than 6 million total hits**
- ◆ **More than 6,000 ideas**
- ◆ **More than 263,000 views of posted ideas**
- ◆ **More than 2,000 new introductions made**



**Procurement at IBM is \$46B in spend in 2001 is split between direct and indirect and is global in nature**





# We have been able to achieve significant results

<u>Business Metrics</u>	<u>Early 1990's</u>	<u>Today</u>
Escapes (By Pass)	45%	<1%
Audit Satisfaction	47%	91%
Client Satisfaction	40%	81%
P.O. Processing Cycle Time	30 days	1 hour
Avg. no. contracts per supplier	5	1
Supplier Survey Rating	5	1
Contract Cycle Time Length	6-12 months 40 (+) pages	30 days 6 pages
Electronic purchases	12%	99%

**We are not  
consultants  
doing  
procurement...**

**We are  
procurement  
people doing  
consulting**



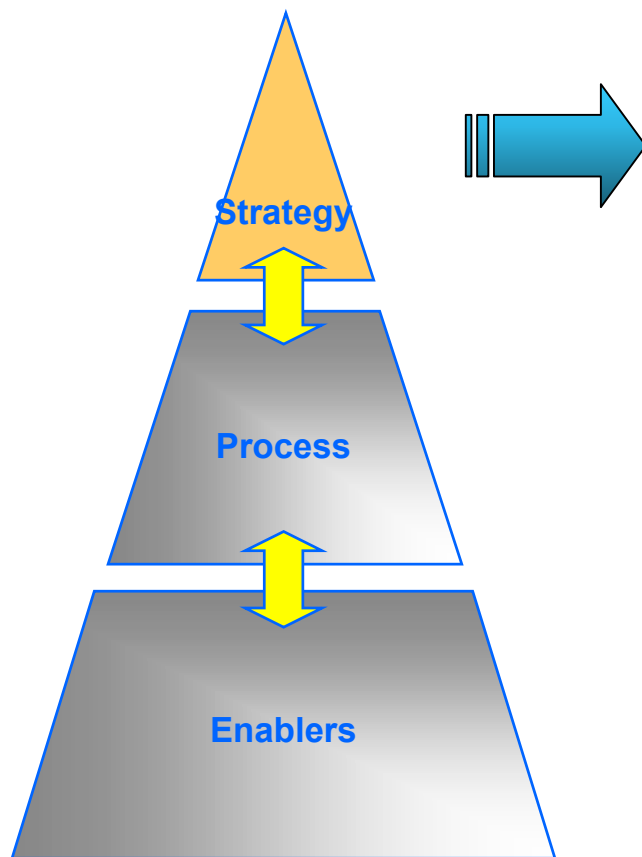
# External Recognition 1999 - 2001

Award	Organization
36 Business Method Patents Filed	U.S. Patent Office
Business Consortium Fund Star Award	National Minority Supplier Diversity Council
Minority Coordinator of the Year-Ron Duquette	New England Council of the National Minority Supplier Diversity Council
National Quality Award: e-Procurement	Taiwan Industrial Development Bureau, Ministry of Economic Affairs
Florida's NMSDC Corporation of the Year	Florida Council of the National Minority Supplier Diversity Council
Top Companies for Women and Minority Companies	Working Women Magazine
Billion Dollar Roundtable	Minority Business News USA
Minority Coordinator of the Year-Phyllis McCarley	NY/NJ Council of the National Minority Supplier Diversity Council
Minority Business Development Award	US Dept. of Commerce & Minority Business Development Agency
Mentor-Protege Program Recognition	Defense Information Systems Agency
Medal of Professional Excellence	Purchasing Magazine



# IBM's procurement transformation framework incorporates the elements of strategy, process and enablers

## Procurement Transformation Framework



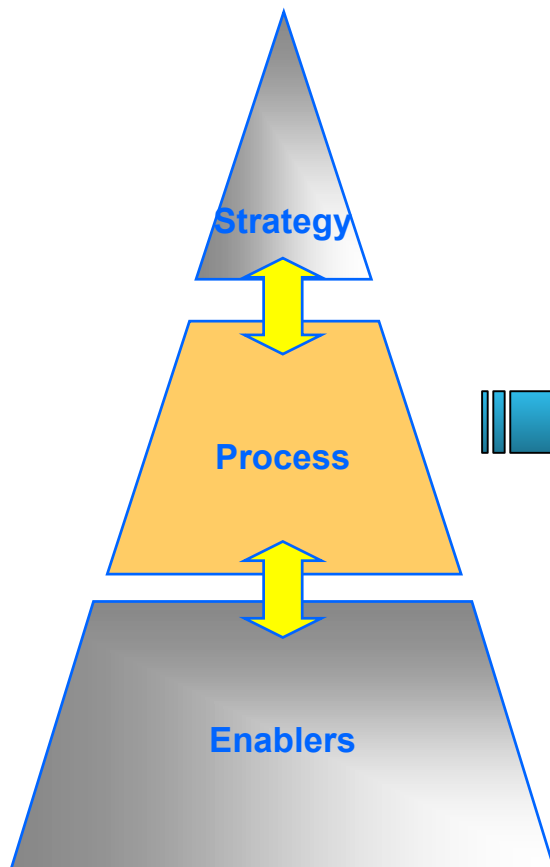
## *IBM Procurement Strategic Imperatives*

- 1 Continually Deliver Lowest Overall Cost and Greatest Competitive Advantage
- 2 Establish Premier Supplier Relationships
- 3 Maintain e-Procurement Leadership
- 4 Continually Drive Improved Client Perception of Our Value through Increased Influence and Exemplary Customer Service
- 5 Attract, Motivate and Retain the Best Talent Within Our Profession



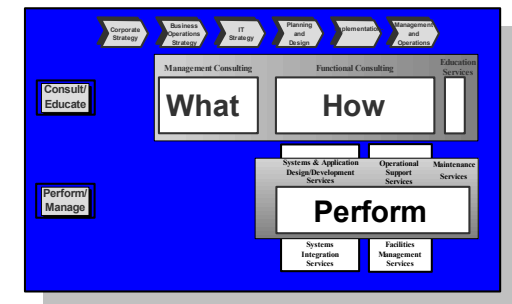
# IBM's procurement transformation framework incorporates the elements of strategy, process and enablers

## Procurement Transformation Framework



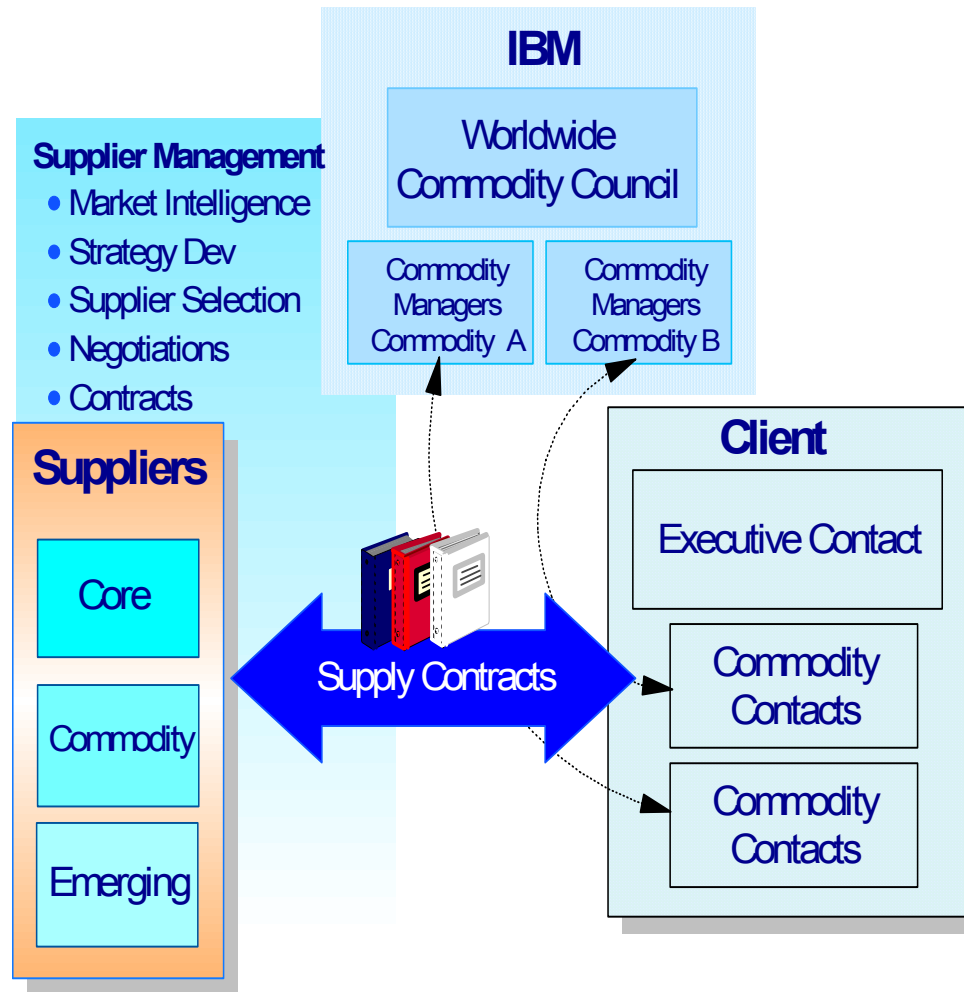
### Processes

- **Strategic Sourcing**
  - Formation of sourcing teams / councils
  - Strategy development
  - Contracting structure
  - Negotiation / implementation of agreements
  - Supplier management
- **Process Reengineering**
  - Policy, procedure, operations analysis
  - Information requirements
  - Commodity standardization
  - Metrics
  - Procurement through payables





# Councils are responsible to drive procurement competitive advantage



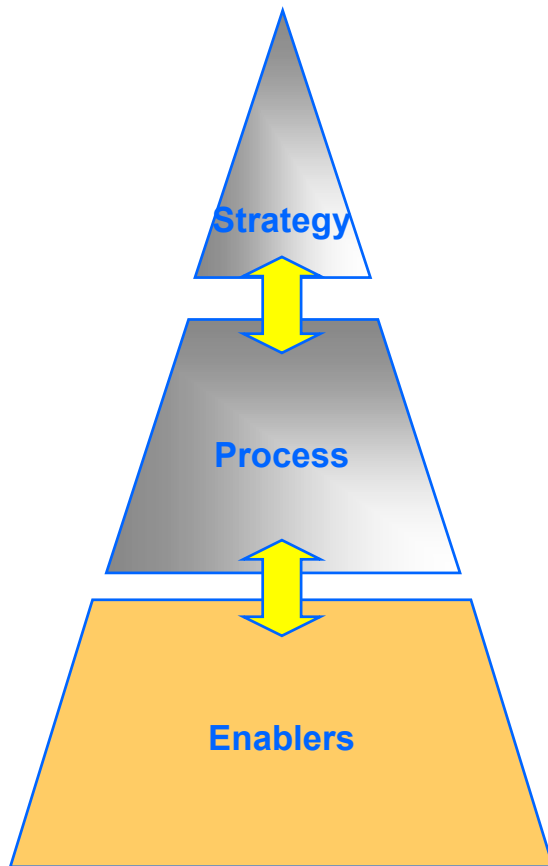
## Council Responsibilities

- **Worldwide sourcing strategy, contracts and supplier relationship management**
- **Global cross-functional teams**
- **Supplier integration with development**
- **Drive commonality and standardization**
- **Foster design for supply**



# Business and technology enablers must support the strategic imperatives and processes

## Procurement Transformation Framework



### *Enablers*

- **Systems Integration**
  - Development / Testing
  - Project management
- **Hosting**
  - ERP and e-Procurement applications
  - Maintenance
  - Security
  - End user support
- **Change Management**
  - Business transformation across enterprise
  - Skills / education
  - Governance
  - Communications

## Select Best of Breed Open Standard Architecture And Tools



Mincom

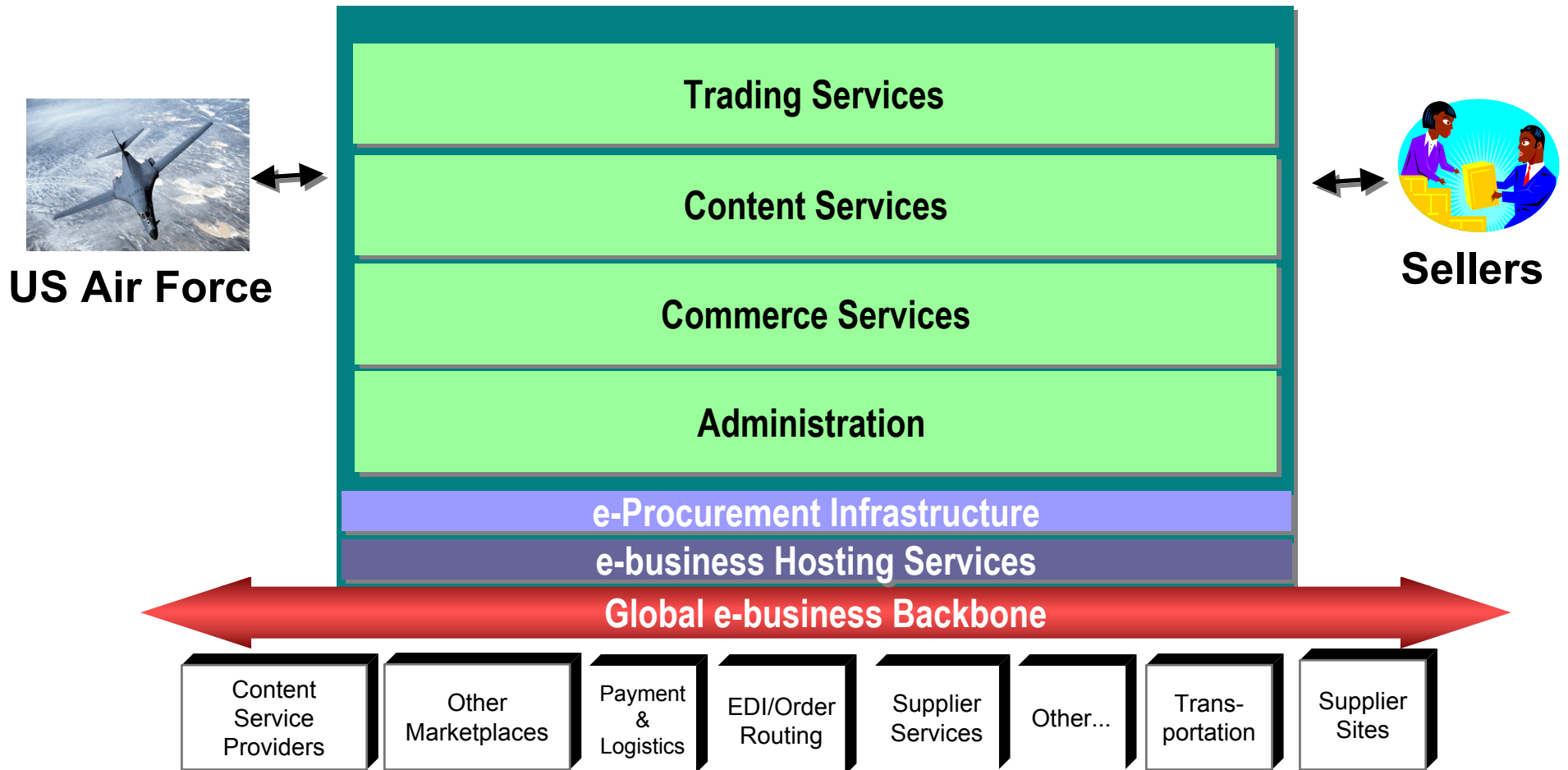


COMMERCE ONE.





# e-Procurement Business Architecture



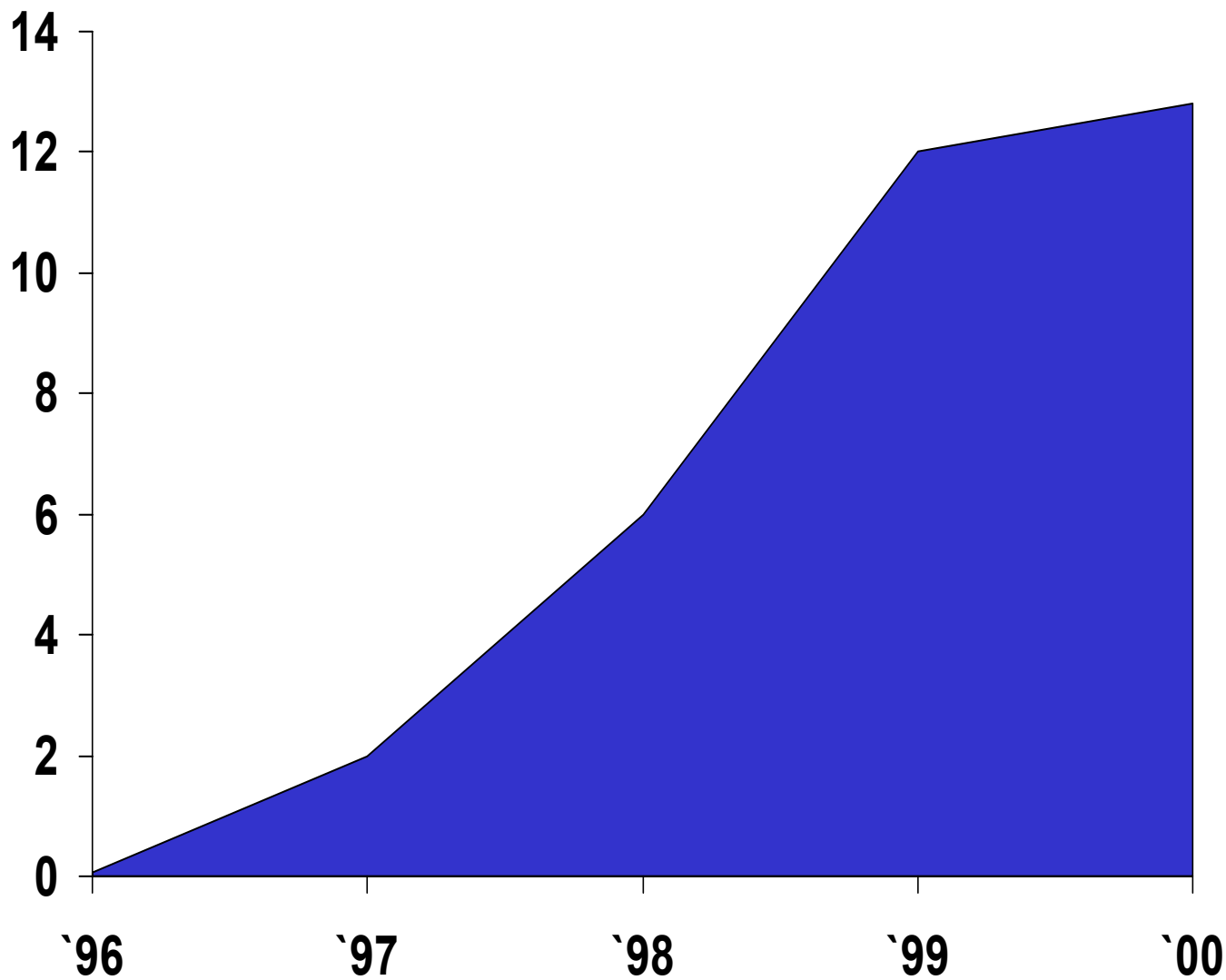


# IBM's Dynamic Workplaces Strategy

- ◆ Render the complexity of the company irrelevant for employees
- ◆ Bring the marketplace inside
- ◆ Equip employees for the journey
- ◆ Tap into the company's collective knowledge
- ◆ **Redefine the manager/employee relationship**

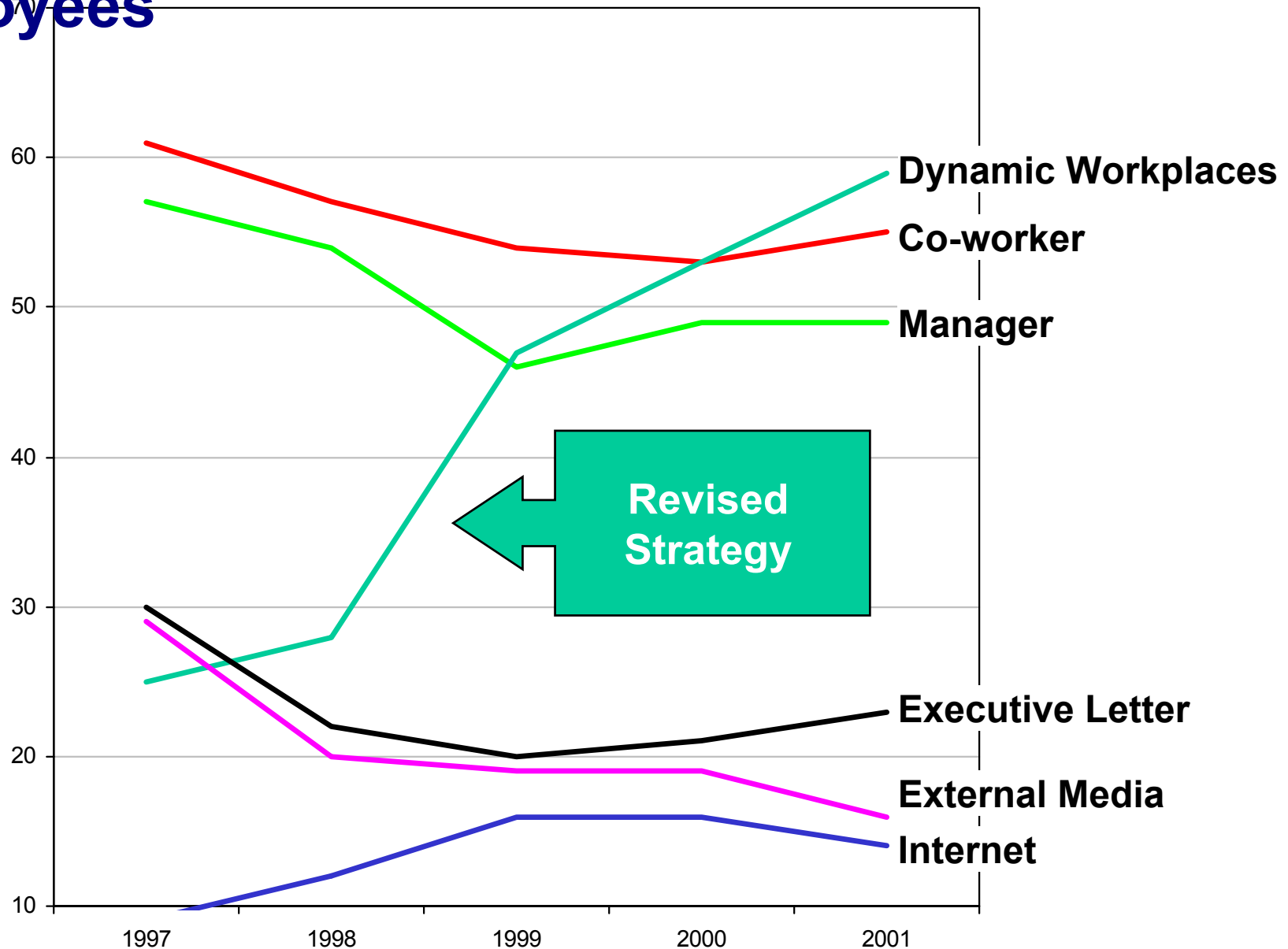


# Average Number of Daily Hits (Millions)





# IBM's Dynamic Workplaces has transformed the relationship between the company and the employees



**Question: Best (credible, preferred, useful) sources of information about IBM to get job done**

(SOURCE: IBM Global Employee Survey)



# How to reestablish co-worker and manager as #1 and #2

“Communities of practice are the new frontier. They may seem unfamiliar now, but in five or ten years they may be as common to discussions about organizations as business units and teams today--if managers learn how to make them a central part of their companies' success”

-Etienne Wenger and Bill Synder  
Harvard Business Review, January-February 2000



# IBM's own Dynamic Workplaces™

## Content Management

## Corporate Messages

## Tailored News

## People

## Instant Messaging

## Expert Location

## e-Learning

## Mail & Calendar

## Business Apps

## e-HR

## Team Tools

## Applications

The screenshot shows the IBM Dynamic Workplaces web application interface. The top navigation bar includes the IBM logo, a date/time display (April 10, 2001 - 1:30pm (White Plains)), and a welcome message for Sandesh Bhat with links for Homepage Settings, My Profile, and Log Out. The main content area is divided into several sections:

- Tools, Apps & Links:** A sidebar on the left containing links for Skills and Learning, Team Tools, Human Resources, Download Central, and Travel and Expenses.
- Content Management:** A central area featuring a large image of a man and text about "great strategy-focused execution" and "ibm wins".
- Corporate Messages:** A section on the right with links for "know the business", "work with my team", and "apply the tools".
- Tailored News:** A section on the far right displaying a "Scorecard" for IBM Stock (IBM) with a line graph and a table of stock prices.
- Team Tools:** A section in the sidebar with links for Sametime meetings, Sametime Connect, QuickPlace, Meeting Wizard, Audio/Video Conference, and IBM Teamrooms.
- e-HR:** A section in the sidebar with links for Contact and Phone list, Forms and apps, and Manager services.
- Business Apps:** A section in the sidebar with links for EA2000 (expense reimbursement), Expense Account Status, Online Travel Itinerary, Amex online statements, Travel website, Disbursements website, SiteServ (IBM locations), and Hertz car rental reservations.
- Mail & Calendar:** A section in the sidebar with a calendar for April 2001 and links for To-do list, Read email, Send email, Notes Address book, and My Documents.
- e-Learning:** A section in the sidebar with links for Hardware, Software, News and Articles, and Learning Resources.
- People:** A section in the sidebar with links for My Team, IGS Hosting, and My Customers.

Blue arrows point from the section headers to their corresponding areas in the interface. Red boxes highlight the main content area and the sidebar sections.



## w3 Sample Benefits

### ◆ ROI:

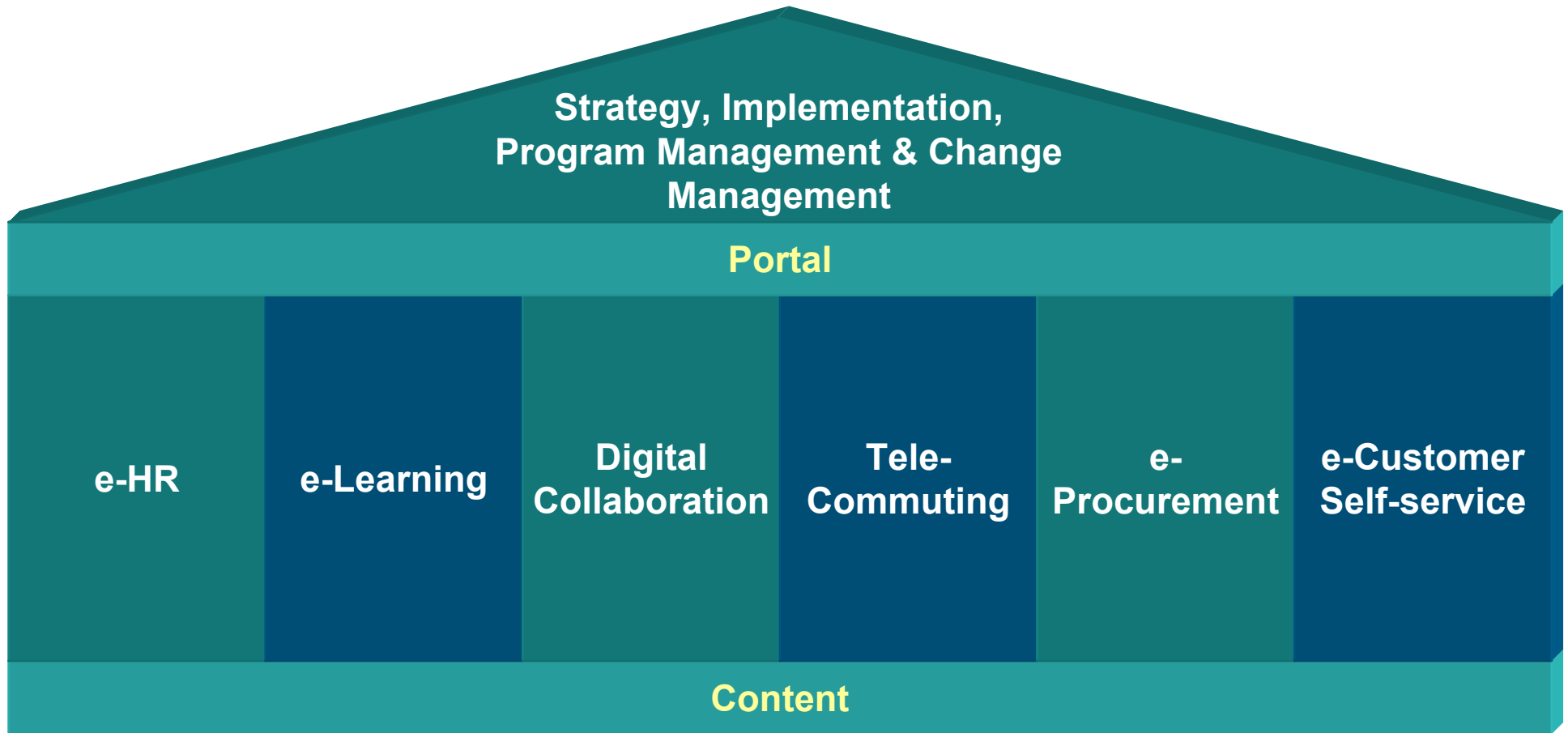
- e-Procurement – over \$12 Billion (5 years)
- e-learning - over \$350 million in 2001
- Customer self-service - over \$700M
- On-line Health Enrollment - over \$1M in 2000
- Blue Pages - estimated \$10M
- Consolidating News Sources - \$2M
- HR Process Reengineering - reduced costs by 40% and increase satisfaction to 92%

### ◆ Transformational:

- A key tool to facilitating the integration of IBM from the dis-integration strategy of the early 90s
- w3 is the most useful and trusted source of information for IBM professionals to get their work done



# The Dynamic Workplaces is comprised of the following components





# Lessons Learned

- **Workforce strategy drives the Dynamic Workplaces strategy.**
- **The Dynamic Workplaces is an integrating platform.**
  - **Integration to legacy systems is key**
  - **Don't automate... Reengineer**
  - **Internationalization is more than translation**
- **Someone has to own it.**
- **Don't rely solely on internal "experts"**
- **Get suppliers involved early**
- **Start with a strategy... end with technology**



# End of Presentation